

# **Oakland Housing Authority**

## **FY 2013 MTW Annual Report**

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**Oakland Housing Authority**  
**Fiscal Year 2013 MTW Annual Report**

**Table of Contents**

Section I. Introduction.....	1
Section II. General Housing Authority Operating Information.....	2
Table 1: FY 2013 Inventory Breakdown.....	2
Table 2: Housing Choice Vouchers Project-based in FY 2013.....	4
Table 3: Overview of Other Housing.....	5
Table 4: Public Housing Units Leased as of FYE 2013.....	5
Table 5: Housing Choice Vouchers In Use as of FYE 2013.....	6
Table 6: Approved PBV Allocations – Units In Use as of FYE 2013.....	8
Table 7: Approved PBV Allocations – Commitments as of FYE 2013.....	9
Table 8: Waiting Lists for OHA Programs.....	11
Chart 1: FYE 2013 Household Size of Applicants on Wait Lists.....	13
Chart 2: FYE 2010 Household Size of Applicants on Wait Lists.....	13
Chart 3: Family Type of Applicants on Wait Lists.....	14
Chart 4: Income Group of Applicants on Wait Lists.....	15
Chart 5: FYE 2013 Race of Applicants on Public Housing Wait Lists.....	17
Chart 6: FYE 2011 Race of Applicants on Public Housing Wait Lists.....	17
Chart 7: FYE 2013 Race of Applicants on Section 8 Wait Lists.....	17
Chart 8: FYE 2011 Race of Applicants on Section 8 Wait Lists.....	17
Chart 9: FYE 2013 Race of Applicants on HOPE VI Wait Lists.....	17
Chart 10: FYE 2011 Race of Applicants on HOPE VI Wait Lists.....	17
Chart 11: 2010 Race of the Total Population of Oakland.....	18
Chart 12: FYE 2013 Ethnicity of Applicants on Public Housing Wait Lists.....	19
Chart 13: FYE 2011 Ethnicity of Applicants on Public Housing Wait Lists.....	19
Chart 14: FYE 2013 Ethnicity of Applicants on Section 8 Wait Lists.....	19
Chart 15: FYE 2011 Ethnicity of Applicants on Section 8 Wait Lists.....	19
Chart 16: FYE 2013 Ethnicity of Applicants on HOPE VI Wait Lists.....	19
Chart 17: FYE 2011 Ethnicity of Applicants on HOPE VI Wait Lists.....	19
Chart 18: 2010 Ethnicity of the Total Population of Oakland.....	20
Section III. Non-MTW Related Housing Authority Information.....	22
Table 9: Senior Sites for Disposition.....	22

Section IV. Long-term MTW Plan.....	23
Section V. Proposed MTW Activities: Approved but Not Implemented.....	24
Table 10: Proposed MTW Activities: Approved but Not Implemented.....	24
Activity #13-01 Outcomes.....	26
Section VI. Ongoing MTW Activities: HUD Approval Granted.....	28
Table 11: Ongoing MTW Activities: HUD Approval Granted.....	28
Activity #11-02 Outcomes.....	29
Activity #11-03 Outcomes.....	30
Activity #10-08 Outcomes.....	31
Activity #10-09 Outcomes.....	31
Activity #09-02 Outcomes.....	33
Activity #12-01 Outcomes.....	33
Table 12: Number of PBV Units Awarded Above the 25% Cap.....	34
Activity #11-01 Outcomes.....	35
Activity #11-05 Outcomes.....	36
Activity #10-01 Outcomes.....	37
Table 13: Services Offered in FY 2013.....	38
Activity #10-02 Outcomes.....	40
Activity #10-03 Outcomes.....	41
Activity #10-04 Outcomes.....	42
Activity #10-05 Outcomes.....	43
Activity #10-06 Outcomes.....	44
Activity #10-07 Outcomes.....	45
Activity #09-01 Outcomes.....	46
Activity #08-01 Outcomes.....	47
Table 14: Breakdown of Unit Types of Affordable Housing Development.....	48
Activity #07-01 Outcomes: Section 8 Program.....	49
Table 15: Section 8 Program Triennial Review Schedule.....	50
Table 16: Section 8 Triennial Review Breakdown for FY 2013.....	50
Activity #07-01 Outcomes: Public Housing Program.....	51
Table 17: Oak Grove Plaza North & South Triennial Review Schedule.....	51
Table 18: Public Housing Triennial Review Breakdown for FY 2013.....	52
Activity #06-01 Outcomes.....	52
Activity #06-02 Outcomes.....	54
Table 19: Number of PBV Units Awarded without a Competitive Process.....	54
Activity #06-03 Outcomes.....	55
Table 20: Number of PBV Units Awarded Using an Existing Competitive Process.....	56
Section VII. Sources and Uses of Funding.....	57

Table 21: FY 2013 Sources and Uses of MTW Funds.....	57
Table 22: FY 2013 Sources and Uses of Special Purpose Funds.....	58
Table 23: FY 2013 Sources and Uses of the COCC.....	59
Section VIII. Administrative.....	61
Table 24: 2012 REAC Score by Property.....	61
Appendices.....	63
Appendix A. Board Resolution.....	65
Appendix B. Certification of Compliance with MTW Statutory Requirements.....	68
Appendix C. Report of Capital Fund Activities.....	70
Appendix D. Waiting List Demographics Tables.....	70
Appendix E. Glossary of Acronyms.....	78

## **Section I. Introduction**

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The Oakland Housing Authority (OHA) is pleased to release its Fiscal Year (FY) 2013 Moving to Work Annual Report. OHA is one of 39 participants in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, which provides select housing authorities the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. OHA has tailored its program to the needs of the City of Oakland, and renamed the program "Making Transition Work."

The FY 2013 MTW Annual Report presents specific information as required in the Oakland Housing Authority's MTW Agreement with HUD. OHA entered into an Amended and Restated Moving to Work Demonstration Agreement (the "Agreement") with HUD on February 4, 2009. The Agreement extended OHA's participation in the MTW program through OHA's FY 2018. The report is intended to make available to HUD, OHA residents, and the public, baseline information on OHA programs and an analysis of changes that occurred during the period between July 1, 2012 and June 30, 2013. In addition, the report provides summary financial information, including comparisons between projected and actual expenditures during FY 2013.

### **Overview of the Agency's Goals and Objectives for FY 2013**

The long-term and ongoing goals of the Oakland Housing Authority include (1) preserving and enhancing our portfolio, (2) preserving and expanding affordable housing opportunities, and (3) promoting resident empowerment and self-sufficiency. More information about the long-term goals of OHA can be found in Section IV. Last fiscal year, OHA used its MTW flexibility to implement several new MTW Activities to further the achievement of these goals. More information on the specific MTW Activities and the outcomes achieved in FY 2013 can be found in Section V.

Fiscal Year 2013 was an important year for OHA's participation in the MTW Program. OHA continued to improve the quality of its housing stock, streamline programs and explore opportunities for innovation while assisting over 15,000 low-income families in Oakland.

The FY 2013 MTW Annual Plan and Report are available on OHA's website at [www.oakha.org/MTW/mtwplan.html](http://www.oakha.org/MTW/mtwplan.html).

## Section II. General Housing Authority Operating Information

### A. Housing Stock Information

Table 1 FY 2013 Inventory Breakdown		
	Beginning of FY 2013 July 1, 2012	End of FY 2013 June 30, 2013
<b>PUBLIC HOUSING</b>		
<b>Large Family Sites</b>		
Campbell Village	154	154
Lockwood Gardens	371	371
Peralta Villa	<u>390</u>	<u>390</u>
	915	915
<b>Designated Senior Sites</b>		
Harrison Towers	101	101
Adel Court	30	30
Oak Grove North	77	77
Oak Grove South	75	75
Palo Vista Gardens	<u>100</u>	<u>100</u>
	383	383
<b>HOPE IV Sites</b>		
Foothill Family Apts.	21	21
Linden Court	38	38
Chestnut Court	45	45
Mandela Gateway	46	46
Lion Creek Crossings (Phases 1 - 4)	<u>157</u>	<u>157</u>
	307	307
<b>TOTAL PUBLIC HOUSING</b>	<b>1,605</b>	<b>1,605</b>
<b>VOUCHER PROGRAM</b>		
<b>MTW</b>		
General MTW HCV	12,433	12,687
<b>Non-MTW</b>		
Section 8 Mod Rehab	339	320
Section 8 Mainstream	175	175
VASH	205	265
Tenant Protection Vouchers	<u>169</u>	<u>118</u>
	973	878
<b>TOTAL VOUCHERS</b>	<b>13,406</b>	<b>13,565</b>
<b>Shelter Plus Care Program</b>	<b>242</b>	<b>237</b>
<b>TOTAL INVENTORY</b>	<b>15,253</b>	<b>15,407</b>

### **1. Number of public housing units at the end of the Plan Year**

At the Fiscal Year End (FYE) 2013, OHA had 1,605 Public Housing units, described in Table 1. Unit counts for the HOPE VI sites listed include only the public housing units.

### **2. Description of any significant capital expenditures by development**

The Capital Fund Program (CFP) funding is included in the MTW Block Grant and used for eligible purposes under OHA's MTW Agreement. A description of the funding spent in FY 2013 on capital and maintenance projects is included in Appendix C.

### **3. Description of any new public housing units added during the year**

No new public housing units were added during this fiscal year.

### **4. Number of public housing units removed from inventory during the year**

No public housing units were removed from the inventory during this fiscal year. However, during the previous fiscal year two units at Lockwood Gardens (a 4-bedroom unit and a 2-bedroom unit) were merged to accommodate an under-housed family consisting of 12 household members. The merged unit will be split back into two units when this household ends its tenancy.

### **5. Number of MTW HCV authorized at the end of the Plan Year**

At the end of FY 2013, OHA had 12,687 authorized Housing Choice Vouchers (HCV) in the MTW program, as described in Table 1.

### **6. Number of non-MTW HCV authorized at the end of the Plan Year**

At the end of FY 2013, OHA had 878 authorized non-MTW HCV, described in Table 1. Tenant Protection Vouchers (TPV) were authorized for expiring Moderate Rehabilitation (Mod Rehab) contracts at four sites for a total of 9 and the Authority received 109 vouchers for an opt out HUD 202 building. These 118 TPVs will convert to MTW vouchers at their one-year anniversary.

OHA also administers a Shelter Plus Care program under contract with Alameda County that serves approximately 237 families.

## 7. Number of HCV units project-based during the Plan Year

A total of 324 new units were project-based in FY 2013, described in Table 2. In FY 2013, OHA executed PBV program Housing Assistance Payment (HAP) contracts at eight new developments. OHA also added 46 units in Phase 2 of the Savoy project, one new unit to the Drachma Housing HAP contract for Mod Rehab Conversion, and 89 new units to existing HAP contracts at former public housing scattered sites where conversion to PBV is ongoing.

In FY 2010, OHA anticipated that HUD-provided Tenant Protection Vouchers awarded for the approved disposition of 1,615 family public housing units at scattered sites could immediately become PBVs. However, project-basing of TPVs was not allowed by HUD. With the TPVs, existing families in former public housing units at scattered sites are allowed to rent in place. When the TPV-assisted family moves out, OHA then re-tenants the vacant unit under the PBV program. This strategy has been employed at other PBV sites where units committed to PBV are currently occupied by a family not eligible for the PBV program. When units turn over, they will be re-tenanted as PBV units and added to the HAP contract at these sites.

**Table 2**  
**HCV Units Project-Based in FYE 2013**

<b>Development Name</b>	<b>Date of Board Approval</b>	<b>Number of PBV Units</b>	<b>Contract Date</b>	<b>Project Description</b>
*OHA Scattered Sites	7/27/2009	89	On-going	Low Income Families / Public Housing Disposition
*Drachma Housing	5/4/2009	1	On-going	Low Income Families / Mod Rehab Conversion
720 E 11 <sup>th</sup> 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 - Phase 1 and 2	2/28/2011	85	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	6/21/2013	Low Income Families
<b>Total Units Under HAP Contract (In Use)</b>		<b>324</b>		

\*Conversion to PBV ongoing as units turn over.

## 8. Overview of other housing managed by the Agency

OHA has contracted with professional third party property management companies to provide management of the HOPE VI sites and Tassafaronga Village, which include 980 tax credit units. These units also include subsidy layering from replacement public housing units and/or PBVs. Table 3 provides an overview of the properties' tax credit units and a breakdown of the subsidy layering included at each property.



Table 3 Overview of Other Housing			
	Total Unit Count - All Tax Credit Units	Subsidy Layering - Public Housing Replacement Units	Subsidy Layering - Project Based Voucher Units
<b>HOPE IV Sites</b>			
Chestnut Court	72	45	
Linden Court	79	38	
Mandela Gateway	168	46	30
Foothill Family Apartments	65	21	11
Lion Creek Crossings - Phases 1 - 4	439	157	44
<b>Other Mixed Developments</b>			
Tassafioranga Village - Phases 1 and 2	157		99
<b>Total Units</b>	<b>980</b>	<b>307</b>	<b>184</b>

## B. Leasing Information

### 1. Total number of MTW public housing units leased in the Plan Year

Table 4 Public Housing Units Leased in FY 2013		
	FY 2013 Projection	FYE 2013 Actual
Total PH Units	1,605	1,605
Units Approved for Non-dwelling Use	(12)	(11)
Vacant Units Off-line for Rehabilitation	(39)	0
Total Public Housing Units Available	1,554	1,594
Routine Vacancies	(52)	(78)
<b>Total PH Units Leased at the end of FY 2013</b>	<b>1,502</b>	<b>1,516</b>
<b>Percent of Available Units Leased</b>	<b>96.7%</b>	<b>95.1%</b>

At FYE 2013, OHA had 1,516 public housing units under active lease, which includes the public housing units in the five HOPE VI developments. Overall, OHA leased 95.1% of the available public housing units; see Table 4 for more details. A description of issues related to leasing can be found in Section II.B.5.

*Non-Dwelling Use Units:* OHA designated 11 units for non-dwelling use. Six units are designated for occupancy by employees and the remaining five are used for temporary relocation (stage units), anti-crime activities, and office space.

*Vacant Units Offline for Rehabilitation:* OHA initially designated 39 units for rehabilitation. However, the units planned for renovation did not require extensive rehabilitation work. Therefore, these units were reported as routine vacancies.

## 2. Total number of non-MTW public housing units leased in the Plan Year

OHA does not have any non-MTW public housing units.

## 3. Total number of MTW HCV units leased in the Plan Year

At FYE 2013, OHA had 12,417 MTW HCVs under active lease. This represents a utilization rate of 97.9%. Table 5 provides a summary of OHA's HCV units leased at FYE 2013. A description of issues related to leasing can be found in Section II.B.5.

## 4. Total number of non-MTW HCV units leased in the Plan Year

At FYE 2013, OHA had 630 non-MTW HCVs under active lease; see Table 5 for more details. This represents a utilization rate of 71.8%. A description of issues related to leasing can be found in Section II.B.5.

In total, OHA had 96.2% of all vouchers in use at the end of FY 2013.

Table 5 Housing Choice Vouchers (HCV) In Use						
	Projected Authorized	Projected In Use	% Utilized	Actual Authorized	Actual In Use	% Utilized
<b>MTW HCV</b>	<b>12,687</b>	<b>12,687</b>	<b>100.0%</b>	<b>12,687</b>	<b>12,417</b>	<b>97.9%</b>
Non-MTW HCV						
Section 8 Mod Rehab	329	320	97.3%	320	320	100.0%
Section 8 Mainstream	175	167	95.4%	175	127	72.6%
VASH	205	195	95.1%	265	176	66.4%
Tenant Protection Voucher	<u>0</u>	<u>0</u>	0.0%	<u>118</u>	<u>7</u>	5.9%
<b>Total Non-MTW HCV</b>	<b>709</b>	<b>682</b>	<b>96.2%</b>	<b>878</b>	<b>630</b>	<b>71.8%</b>
<b>Total Housing Choice Vouchers</b>	<b>13,396</b>	<b>13,369</b>	<b>99.8%</b>	<b>13,565</b>	<b>13,047</b>	<b>96.2%</b>

## 5. Description of any issues related to leasing of public housing or HCVs

### Public Housing Program

While leasing activity has increased at several sites, OHA lease enforcement activities have resulted in an increase of unit vacancies. This increase in vacancies, coupled with the exhaustion of the site based waiting list slowed leasing success. In an effort to respond to

these trends and ensure the continued leasing of units, OHA initiated a purge of the current waiting list and opened the site based wait list in the fall of 2012.

Five senior developments (Oak Grove Plaza North & South, Adel Court, Palo Vista Gardens, and Harrison Towers), one family housing development (Campbell Village), and five HOPE VI sites are managed by third party property management companies. The third party management companies are responsible for administering their own site-based waiting lists, processing annual re-certifications, rehabilitation and leasing of vacant units and lease enforcement.

Experiencing the same challenges as OHA with their waiting lists, all of the properties except Campbell Village re-opened their wait lists in spring of 2013, and Campbell Village is anticipated to reopen their waiting list in the summer of 2013 in an effort to generate new applicants.

#### Housing Choice Voucher Program

Due to sequestration, the Authority has frozen its HCV waitlist. One of the lease-up challenges faced by OHA is the significant number of port-out vouchers administered by other housing authorities surrounding Oakland, cumulatively nearly 1,400 port-out vouchers.

In the non-MTW HCV program, the decrease in the amount of units leased up was due to different factors in specific sub-programs. In the Section 8 Tenant Protection program, one opt out HUD 202 building accounts for 118 vouchers. The majority of the existing tenants who are seniors have decided to wait for the rehab of the building and then use their TPV to lease up into the newly renovated units. Building rehabilitation is due to be completed in July 2013.

In the Section 8 Mainstream program, families continue to be screened for these designated slots; however, the lease up at FYE 2013 was 72.6%. OHA is identifying households that meet the criteria for designation as Mainstream, "one disabled adult in the household". These families will be added to the Mainstream voucher program.

In the Veterans Affairs Supportive Housing (VASH) program, OHA continues to process referrals for qualified veterans in collaboration with the Veterans Affairs Medical Center (VAMC). Many referred veterans are struggling with substance abuse and mental health issues that often extend the processing and lease-up time frames. A number of veterans referred to OHA have exercised portability and therefore leased up in other jurisdictions. If the receiving PHA absorbed the family, OHA does not get credit for the eligible veteran.

OHA was approved for an additional 60 VASH vouchers in June 2013. Due to the increase in allocation at the end of FYE 2013, this program was only 66.4% leased. OHA has a total allocation of 265 VASH vouchers FYE 2013. OHA staff works closely with VAMC case managers to develop strategies and best practices to serve this population. The VAMC reported some staffing challenges which have impacted referrals.

Overall, at FYE 2013, in the combined MTW and non-MTW HCV program 96.2% of all vouchers were leased.

## 6. Number of project based vouchers in use or committed at the end of the Plan Year

<b>Table 6</b> <b>Approved Project Based Voucher (PBV) Allocations - Units In Use at FYE 2013</b>				
<b>Development Name</b>	<b>Date of Board Approval</b>	<b>Number of PBV Units</b>	<b>Contract Date</b>	<b>Project Description</b>
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 <sup>th</sup> St Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
*OHA Scattered Sites (1554)	7/27/2009	333	4/1/2010	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low Income Families
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low Income Families / Homeless with HIV/AIDS
*Effie's House (10)	5/4/2009	6	8/1/2010	Low Income Families
*Harp Plaza (19)	5/24/2010	18	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	5	12/1/2010	Low Income Families
Fairmount Apartments	10/24/2008	16	3/18/2011	Low Income Families
Foothill Family Apartments	6/28/2010	11	8/1/2011	Low Income Families
St. Joseph's Senior Apartments	5/29/2007	83	8/22/2011	Senior
Lion Creek Crossings IV	4/28/2008	10	1/13/2012	Low Income Families
*Hugh Taylor House (35)	5/23/2011	3	5/8/2012	Low Income Families
*Madison Park Apartments (96)	5/23/2011	5	6/7/2012	Low Income Families
Merritt Crossings	5/4/2009	50	6/27/2012	Senior
720 E 11 <sup>th</sup> 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 - Phase 1 and 2	2/28/2011	85	3/1/2013	Special Needs / Homeless / HIV/AIDS
James Lee Court	10/25/2010	12	3/21/2013	Low Income Families
Savoy - Phase 1 and 2	6/28/2010	101	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	6/21/2013	Low Income Families
<b>Total Units Under HAP Contract (In Use)</b>		<b>1,256</b>		

\*Conversion to PBV ongoing as units turn over.

At the close of FY 2013, OHA had a total of 3,104 PBV in use or committed to projects. At FYE 2013, a total of 1,256 PBV units were under a HAP contract and in use. This number includes the sites that were project-based during FY 2013 and units added to scattered site and Mod-Rehab conversion HAP contracts that were executed in previous years as described in Table 2. This represents an increase of 324 PBV units under lease from the beginning of the fiscal year. Table 6 describes the PBV units under HAP contract as of June 30, 2013.

In FY 2013, only one new PBV commitment was made to a project totaling 25 additional PBV units. As described in Section II.A.7, PBVs were committed to preserve long term affordability at sites with expired Mod Rehab program contracts and OHA former family public housing scattered sites as part of an approved disposition plan. Project-basing of these units is ongoing and units are added to the HAP contracts after in-place families with tenant protection vouchers move out. A recap of PBV commitments that are currently in development or still pending acquisition of financing made through FY 2013 are described below in Table 7.

<b>Table 7</b>				
<b>Approved Project Based Voucher (PBV) Allocations - Commitments as of FYE 2013</b>				
<b>Development Name</b>	<b>Date of Board Approval</b>	<b>Number of PBV Units</b>	<b>Contract Date</b>	<b>Project Description</b>
St Joseph's Family Apts.	10/25/2010	15	In Dev.	Low Income Families
MacArthur Apartments	10/25/2010	14	In Dev.	Low Income Families
Marcus Garvey Commons	4/11/2011	10	In Dev.	Low Income Families
California Hotel - Phase 3	2/28/2011	47	In Dev.	Low Income Families / Special Needs
Cathedral Gardens	2/28/2011	43	In Dev.	Low Income Families
Lakeside Senior Apartments	6/27/2011	91	In Dev.	Senior
Lion Creek Crossings Phase V	10/17/2011	127	In Dev.	Low Income Families
*OHA Scattered Sites / per year	7/27/2009	100	On-going	Low Income Families
*Effie's House	5/4/2010	4	On-going	Low Income Families
*Harp Plaza	5/24/10	1	On-going	Low Income Families
*Drachma Housing	5/4/2009	9	On-going	Low Income Families / Mod Rehab Conversion
*Madison Park Apartments	5/23/2011	91	On-going	Low Income Families / Mod Rehab Conversion
*Hugh Taylor House	5/23/2011	32	On-going	Low Income Families / Mod Rehab Conversion
MacArthur Transit Village Apts.	2/28/2011	22	Pending	Low Income Families
460 Grand	3/16/2011	34	Pending	Low Income Families
94th & International	10/17/2011	14	Pending	Low Income Families
11th and Jackson	12/6/2010	48	Pending	Low Income Families
1701 Martin Luther King Jr. Way	5/20/2013	25	Pending	Low Income Families / Special Needs
<b>Commitments In Development or Pending</b>		<b>727</b>		

\*Conversion to PBV ongoing as units turnover.

## **C. Waiting List Information**

### **1. Number and characteristics of households on the waiting lists**

At the end of FY 2013, there were a combined total of 32,145 households on waiting lists for the Public Housing program, Section 8 program, and mixed finance developments with Public Housing, PBVs, and tax credit units. See Table 8 on the next page. Many of the waiting lists are site-based. The conversion to site-based waiting lists allows families to apply for and be on one or more waiting list based on their personal preferences. As a result, in some cases these numbers may represent duplicated household counts. Table 8 provides a summary of the number of households on each waiting list by property and type.

The OHA-managed PBV waiting list includes data from the site-based waiting lists established for the family housing scattered site AMPs formerly in the public housing inventory.

For the Section 8 Mainstream program, a voucher program for very low-income disabled families and individuals, a separate waiting list is not maintained as families are selected from the Section 8 General waiting list managed by OHA based on their eligibility for the program as a disabled household.

Additionally, OHA provides subsidies for approximately 237 households under the Shelter Plus Care program. The Shelter Plus Care program waiting list is managed by Alameda County. There is one waiting list for the entire Shelter Plus Care program in this county and applicants are referred to the next available housing for which they are eligible. Detailed demographic information for the households on the Shelter Plus Care waiting list was not available at the time of this report. Therefore, the following breakdown of applicant characteristics does not include households on the Shelter Plus Care waiting list. Although the Shelter Plus Care applicants are not included in the following demographic breakdowns, all households on the waiting list are categorized as disabled and have incomes at or below 50% of the Area Median Income (AMI).

Table 8 Wait Lists for OHA Programs			
	Public Housing	Section 8	Public Housing, PBV, and Tax Credit
<b>OHA Managed Wait Lists</b>			
<i>Public Housing</i>			
Lockwood Gardens	334		
Peralta Villa	447		
<i>Section 8</i>			
General, Mainstream, and Mod Rehab		10,489	
<i>Project Based Vouchers (PBV)</i>			
OAHPI (Formerly public housing scattered sites)		6,253	
<b>Public Housing Sites Privately Managed for OHA</b>			
Harrison Towers	992		
Adel Court	494		
Campbell Village	191		
Oak Grove North & Oak Grove South	607		
Palo Vista Gardens	171		
<b>HOPE VI Sites Managed by a Third Party</b>			
Chestnut Court and Linden Court*			397
Foothill Family Apartments*			184
Mandela Gateway			728
Lion Creek Crossings Phases I - IV			241
<b>PBV and Tax Credit Units Managed by a Third Party</b>			
<i>Project Based Vouchers and Tax Credit Units</i>			
Altenheim Phase I		113	
Altenheim Phase II		223	
Fox Courts		26	
Ironhorse		109	
Seven Directions Apartments		322	
Tassafaronga Village Phase I & II		609	
The Orchards		48	
<i>Project Based Vouchers Only</i>			
California Hotel		1,874	
Drachma		57	
Drasnin Manor		1,104	
Effie's House		71	
Fairmount Apartments		167	
Hugh Taylor House		389	
Jack London Gateway Phase II		1,447	
James Lee Court		15	
Madison Street Lofts		661	
Madison Park Apartments		21	
Merrit Crossing		1,157	
Slim Jenkins Court		389	
St. Joseph's Senior Apartments		113	
The Savoy		1,646	
<b>Shelter Plus Care Managed by Alameda County</b>		<b>56</b>	
<b>Total Households</b>	<b>3,236</b>	<b>27,359</b>	<b>1,550</b>
<b>Combined Total</b>			<b>32,145</b>
* These properties do not have PBV units, only public housing and tax credit units.			

### Characteristics of Applicants on Waiting Lists

The analysis of the characteristics of the waiting list applicants includes a breakdown of households for each grouping presented above by household size, family type, income group, race, and ethnicity. The data compares a snapshot taken at June 30, 2012, the Fiscal Year End (FYE) of 2012, to June 30, 2013, FYE 2013. A comparison was made between the distribution of the characteristics in each category. The detailed demographic tables containing this information can be found in Appendix D.

### Household Size of Applicants on Waiting Lists

Similar to FY 2012, the majority of households in the Public Housing and Section 8 program waiting lists are one-person families, representing 48% and 49% of the total households, respectively. In the HOPE VI program, the majority of households are two- or three-person families, representing 40% and 29% of the total households, respectively. These results are reflective of the housing stock available in each program.

Charts 1 and 2 show the household size of waiting list applicants by program at the end of FY 2013 and FY 2012 respectively. Compared to FYE 2012, the household size distribution at the end of FY 2013 is fairly similar in the Public Housing and Section 8 programs. However, there was a significant increase in both the number and percentage of two- and three-person households on the waiting lists for HOPE VI sites. The waiting lists for several of these sites were opened during FY 2013, and a large number of new applicants were two- and three-person households.

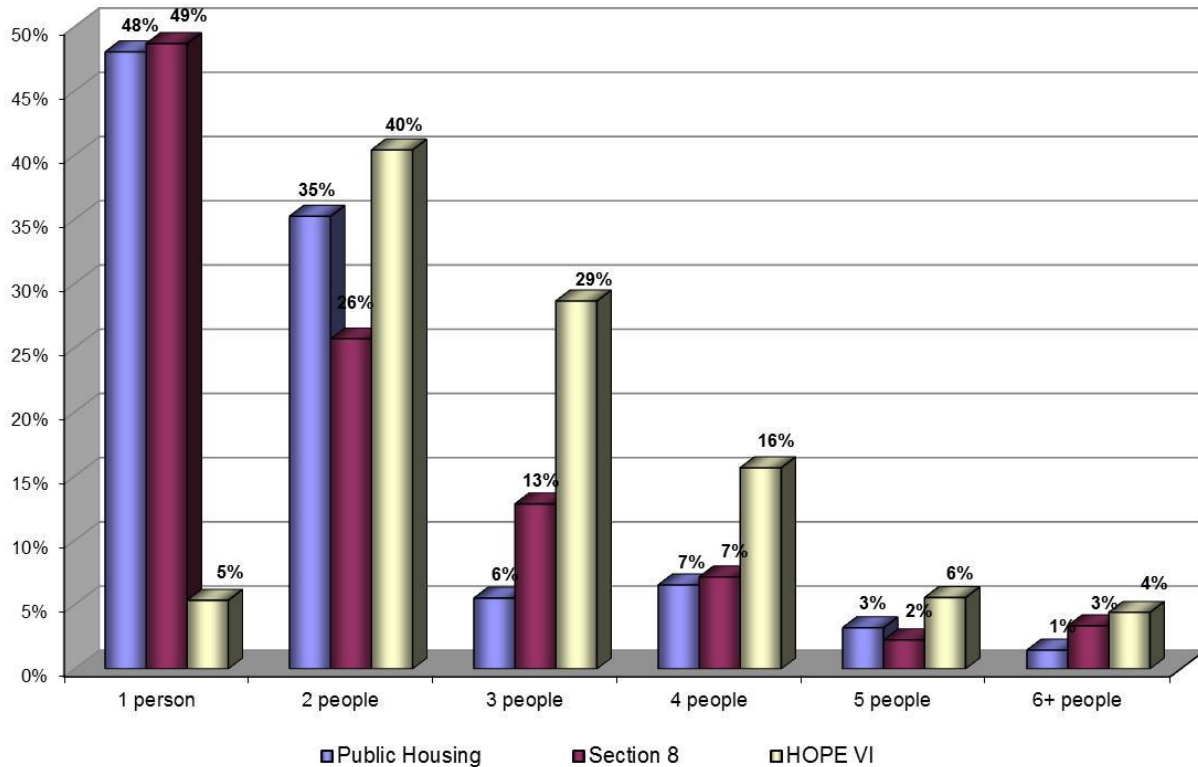
Overall the majority of families on the waiting list in all programs are one- and two-person families, representing 47% and 27% of the total households respectively. The household size of applicants on OHA waiting lists is consistent with the household size of renters in the larger community of Oakland. According to the 2010 US Census, in renter-occupied housing in Oakland, one- and two-person families represent the majority with 39.5% and 27.3% of the total households respectively<sup>1</sup>.

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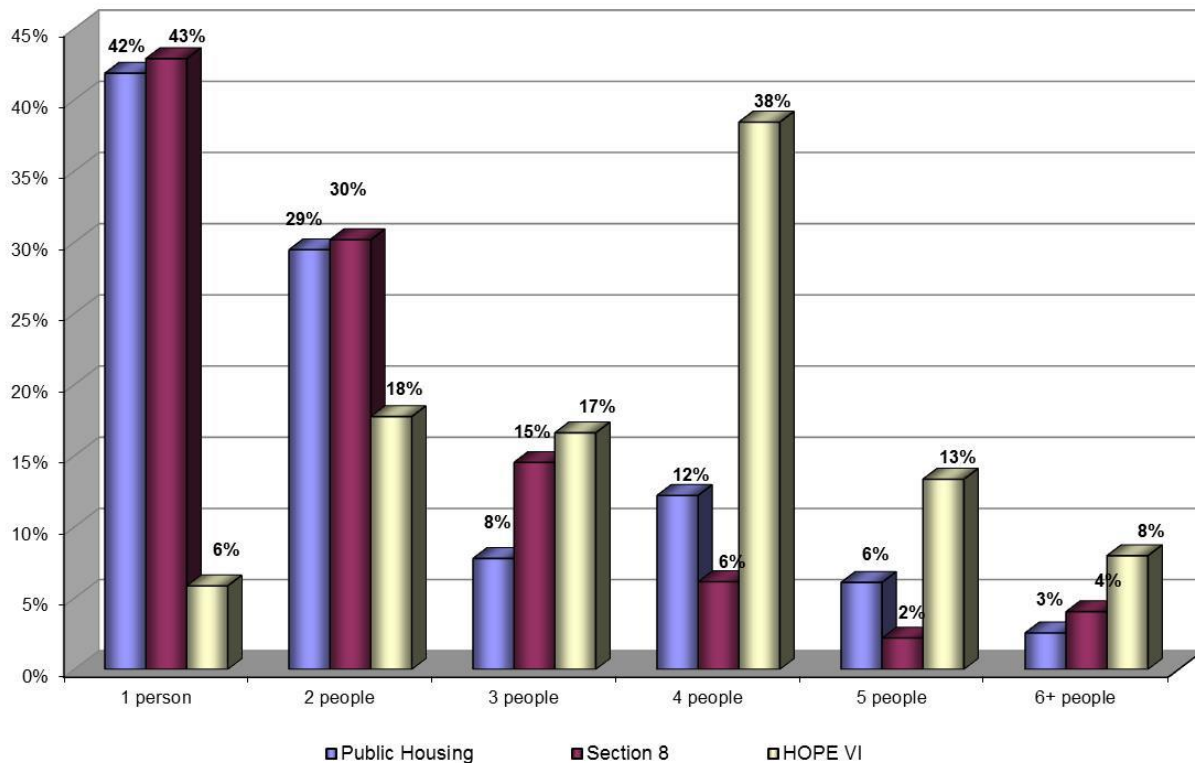
<sup>1</sup> US Census Bureau,  
[http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC\\_10\\_SF1\\_QTH2&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTH2&prodType=table)



**Chart 1 - FYE 2013 Household Size of Applicants on Wait Lists**



**Chart 2 - FYE 2012 Household Size of Applicants on Wait Lists**



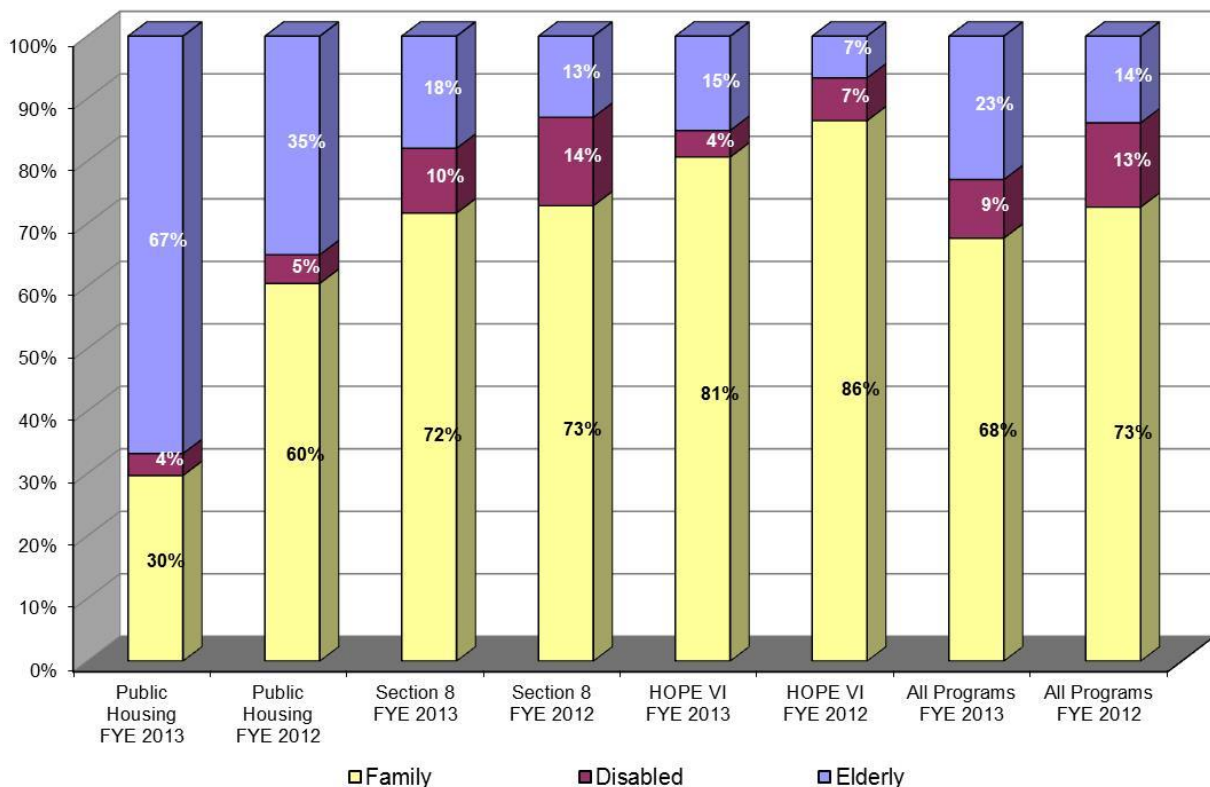
### Family Type of Applicants on Waiting Lists

For purposes of this report, “elderly” includes all households where the head of household, co-head, or spouse of the head of household is age 62 years old or older and may or may not have a disability. “Disabled” includes households where the head of household, co-head, or spouse of the head of household is disabled and under the age of 62 years old. “Family” includes all other households not previously counted. Thus, “family” includes single individuals as well.

The majority of households on the Section 8 and HOPE VI waiting lists are families, representing 72% in Section 8 and 81% in the HOPE VI sites. The majority (67%) of households on the site-based Public Housing waiting lists are elderly. See Chart 3 for a breakdown of the family type of applicants by fiscal year and program, comparing FYE 2013 with FYE 2012.

The share of elderly households on the Public Housing waiting lists increased dramatically, from 35% at FYE 2012 to 67% at FYE 2013. During FY 2013, all of the Public Housing site-based waiting lists were opened. A majority of the Public Housing sites are senior sites, resulting in a large influx of elderly households onto the Public Housing waiting lists. The distribution of family type of households on the Section 8 and HOPE VI waiting lists was fairly consistent between FY 2012 and 2013. Across all three programs, the share of elderly households increased by 9%, while the share of disabled and family households decreased by 4% and 5%, respectively.

**Chart 3 - Family Type of Applicants on Wait Lists**

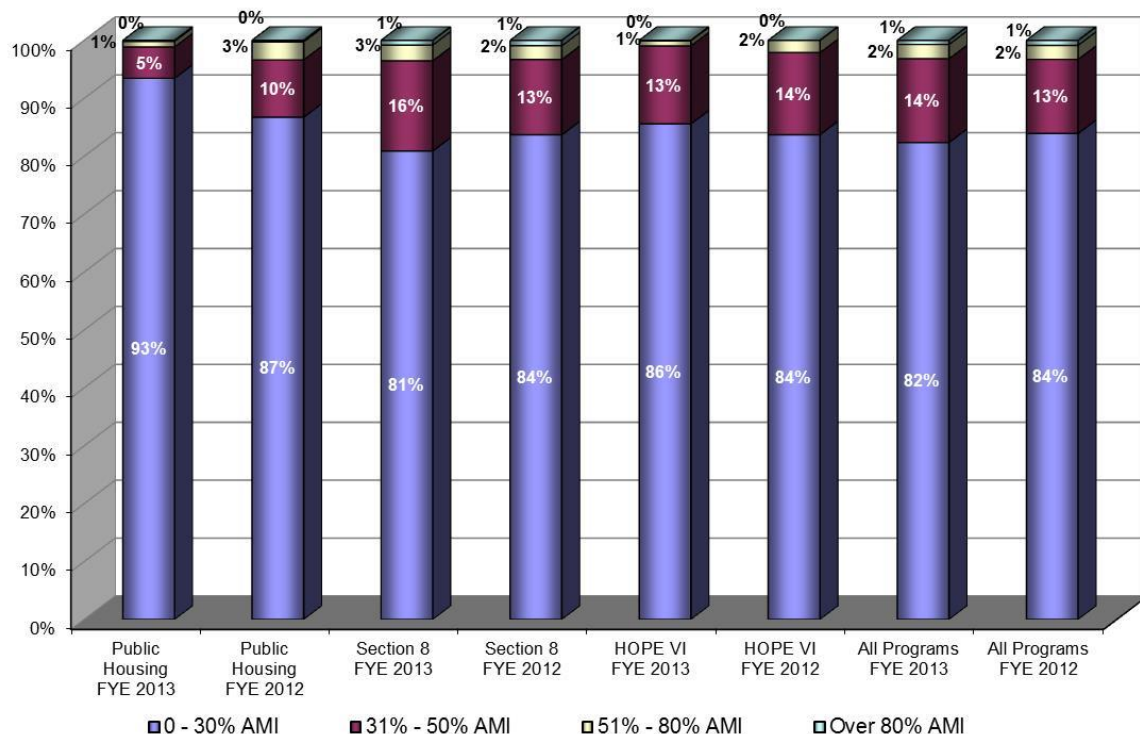


### Income Group of Applicants on Waiting Lists

Households with incomes ranging from 0-30% of Area Median Income (AMI) were the largest income group, representing 93% of total households in Public Housing, 81% in Section 8, and 86% in the HOPE VI site waiting lists. See Chart 4 for a breakdown of the income group of applicants by fiscal year and program. In all programs combined, this income group represented 82% of the total households, which was a decrease of 2% from last fiscal year. Across programs, the distribution of households by income group was relatively consistent with the previous fiscal year.

Income identified on applications for program waiting lists is not verified until the person is selected for the program and they go through the eligibility process. Given the amount of time applicants may be on the waiting list before being selected, this procedure ensures that applicants are considered and have an opportunity to participate in the program based on their current circumstances. Thus, in some cases, households have been placed into income categories that might not be eligible for the program. For the Public Housing program, applicants who fall in the income category of over 80% AMI are not eligible for the program. For FY 2013, five households fell into this category. In the Section 8 program, applicants that fall in the income categories of over 50% AMI are not eligible for the program. For FY 2013, a total of 3.5% of households were in this category. This is primarily a result of the waiting lists for the scattered sites that were populated when those units were under the Public Housing program. As a result, when the units were converted to Section 8, households that were eligible under the Public Housing requirements became ineligible under the Section 8 program requirements. However, those households were not removed from the waiting list, but continue to be reviewed for income eligibility when they are chosen from the waiting list.

**Chart 4 - Income Group of Applicants on the Wait Lists**



## Race of Applicants on Waiting Lists

For FYE 2103, in the Section 8 and HOPE VI programs, the majority of applicants on the waiting list are African American, representing 67% and 63% of applicants respectively. Only 33% of applicants on the Public Housing waiting lists are African American, which is a 24% decrease compared to FYE 2012. This is the result of a large number of Asian households applying to the Harrison Tower, Adel Court, and Oak Grove North and South waiting lists when they were open during FY 2013.

Across all programs, the largest racial group of waiting list applicants is African American, comprising 64% of households. Asian applicants represent the second largest group, with 58% of Public Housing applicants, 19% of Section 8 applicants, and 21% of HOPE VI applicants, for a total of 23% of applicants in all programs.

Chart 5 through Chart 10 show the racial composition of applicants on the waiting lists by program and by fiscal year with FY 2013 on the left and FY 2012 on the right. There were a number of shifts in the racial breakdown of waiting list applicants between FY 2012 and FY 2013. As noted above, the proportion of Asian applicants on Public Housing waiting lists increased substantially, while the proportion of African American and American Indian/Alaskan Native applicants decreased. There was also an increase in the proportion of Asian applicants on the HOPE VI site waiting lists. The proportion of Asian applicants increased from 9% to 21%, while the proportion of African American applicants decreased from 79% to 67%. The racial breakdown of Section 8 applicants was relatively consistent between FY 2012 and 2013, which reflects the fact that the primary Section 8 waiting list was not opened during FY 2013.

Chart 11 provides the racial composition of Oakland from the 2010 US Census. Compared to the demographics of Oakland, Asian households made up a slightly higher proportion of the households on the waiting lists than in the overall population of Oakland. Asians made up 23% of the waiting list population for all programs, compared to 17% of the total population in Oakland.<sup>2</sup> African American households were over-represented compared to the community, making up 64% of applicants on the waiting lists for all programs, compared to 27% of the overall population in Oakland. Conversely, White households were under-represented compared to Oakland as a whole, making up 9% of waiting list applicants for all programs compared to 36% of the Oakland population. Other racial categories comprised small percentages of the waitlist applicants, and which are roughly consistent with the demographics for those categories in Oakland. A much larger proportion of the population of Oakland as a whole was identified in the Census as more than one race or "other", compared to the waiting lists for OHA programs.

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<sup>2</sup> All statistics in this paragraph came from the US Census Bureau, [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC\\_10\\_SF1\\_QTP3&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTP3&prodType=table)

Chart 5 - FYE 2013 Race of Applicants on Public Housing Wait Lists

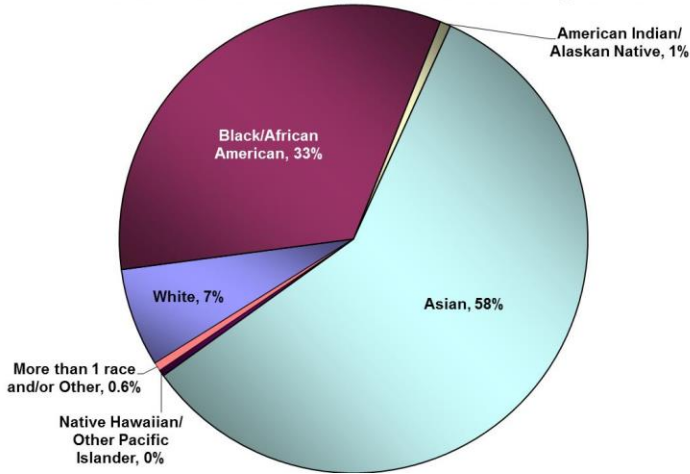


Chart 6 - FYE 2012 Race of Applicants on Public Housing Wait Lists

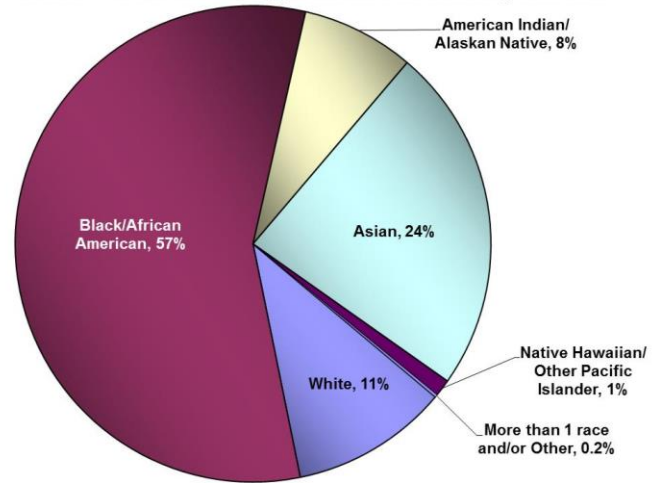


Chart 7 - FYE 2013 Race of Applicants on Section 8 Wait Lists

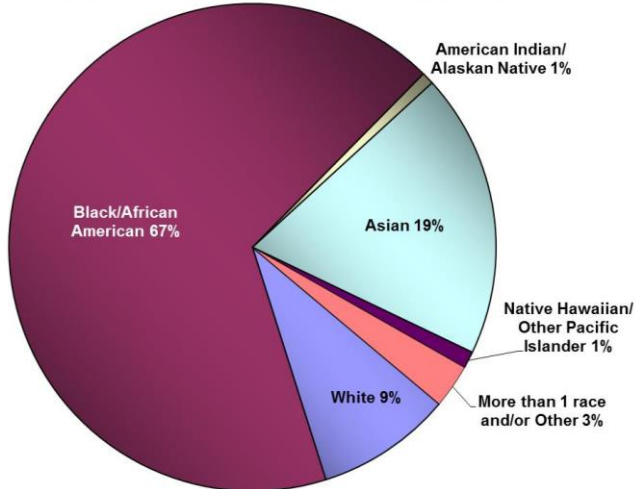


Chart 8 - FYE 2012 Race of Applicants on Section 8 Wait Lists

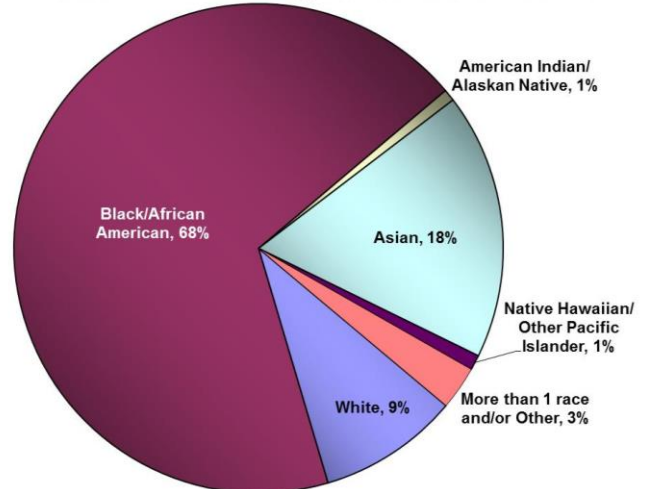


Chart 9 - FYE 2013 Race of Applicants on HOPE VI Wait Lists

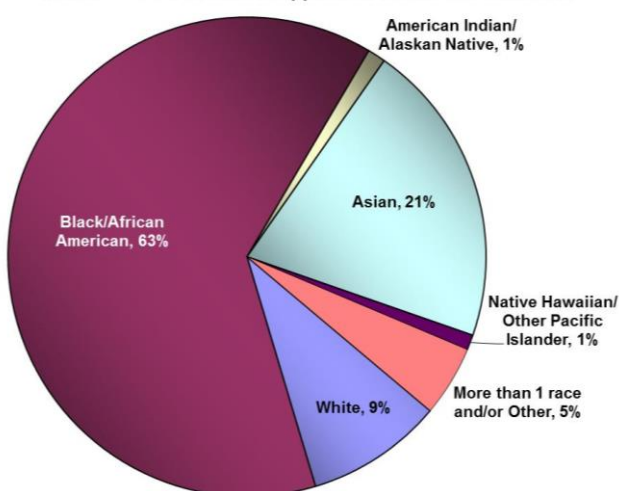


Chart 10 - FYE 2012 Race of Applicants on HOPE VI Wait Lists

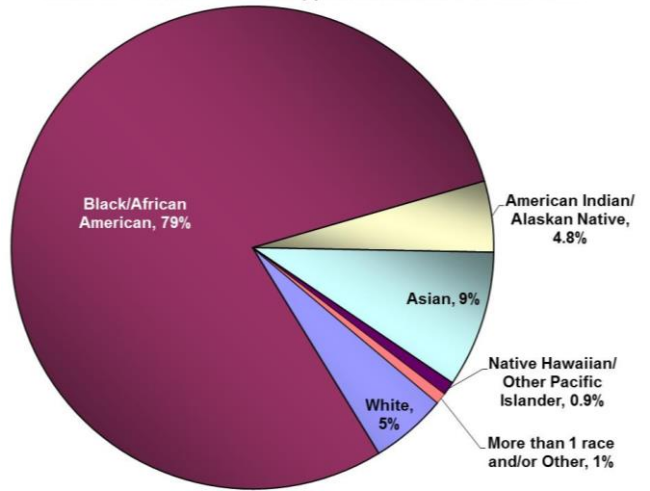
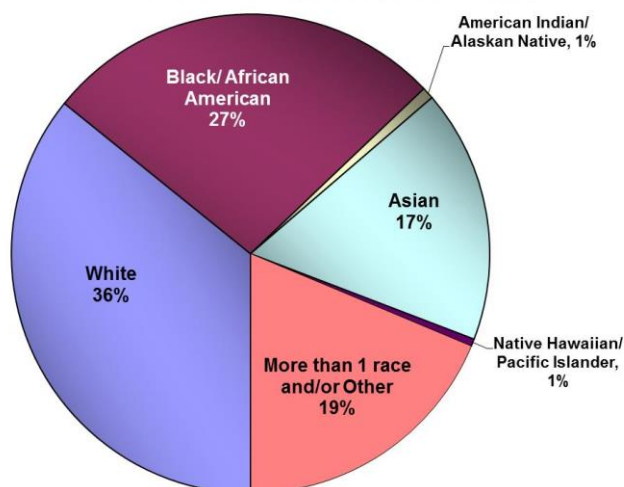




Chart 11 - 2010 Race of the Total Population of Oakland



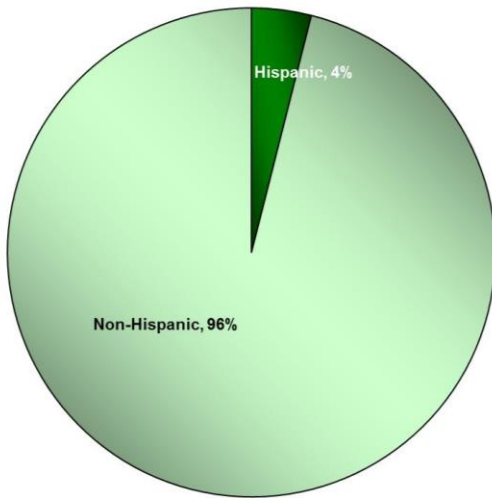
### Ethnicity of Applicants on Waiting Lists

In all programs, Hispanic applicants represented 14% of the total households in FY 2013 compared to 10% in FY 2012. Hispanic applicants are still under-represented compared to the community, with 24% of the population of Oakland identifying as Hispanic<sup>3</sup>. Chart 12 through Chart 17 show the percentage of Hispanic and non-Hispanic households on the waiting lists by program and by fiscal year with FY 2013 on the left and FY 2012 on the right. Chart 18 provides the percentage of Hispanic and non-Hispanic individuals in Oakland from the 2010 US Census.

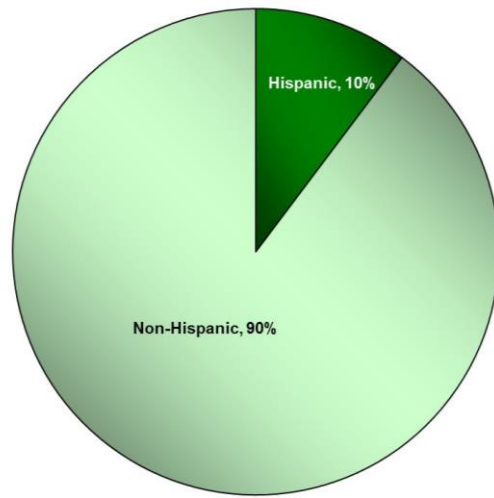
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<sup>3</sup> US Census Bureau at [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC\\_10\\_SF1\\_QTP3&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTP3&prodType=table)

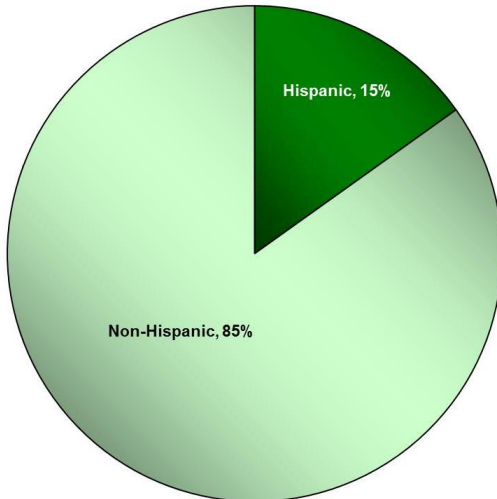
**Chart 12 - FYE 2013 Ethnicity of Applicants- Public Housing Waitlists**



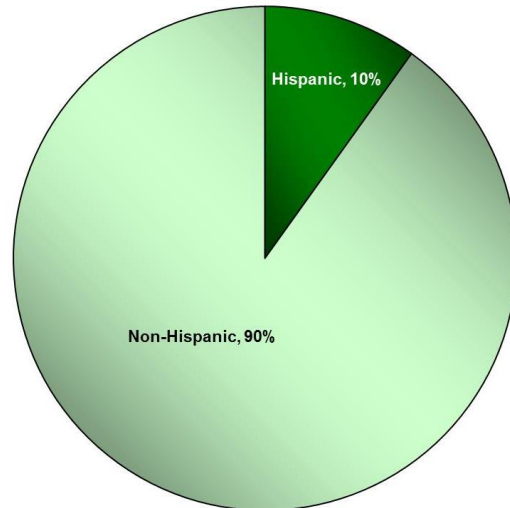
**Chart 13 - FYE 2012 Ethnicity of Applicants- Public Housing Wait Lists**



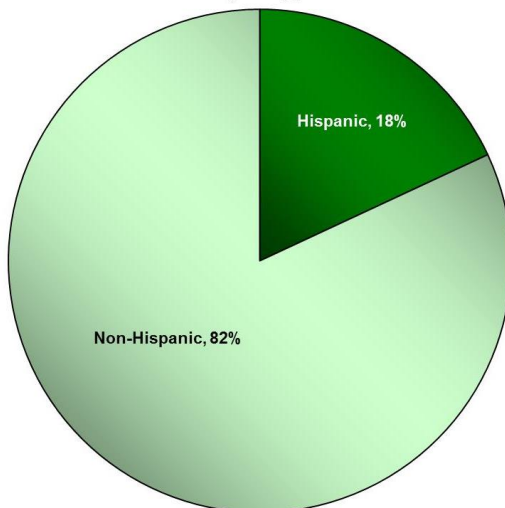
**Chart 14 - FYE 2013 Ethnicity of Applicants on Section 8 Wait Lists**



**Chart 15 - FYE 2012 Ethnicity of Applicants on Section 8 Wait Lists**



**Chart 16 - FYE 2013 Ethnicity of Applicants on HOPE VI Wait Lists**



**Chart 17 - FYE 2012 Ethnicity of Applicants on HOPE VI Wait Lists**

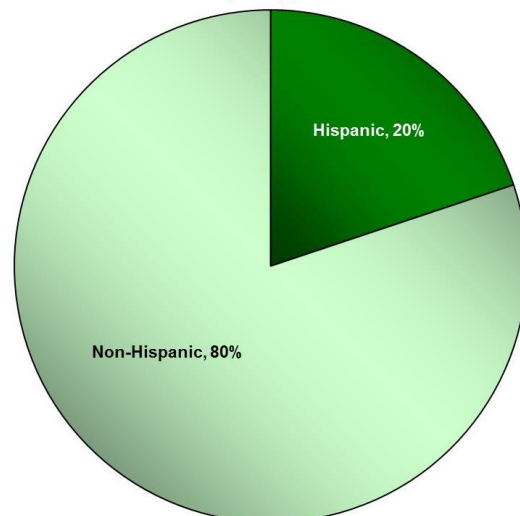
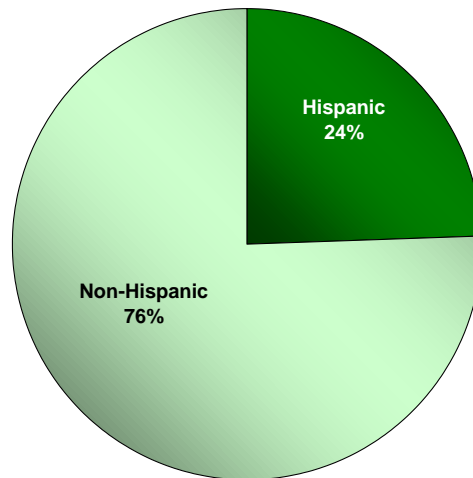


Chart 18 - 2010 Ethnicity of the Total Population of Oakland



## **2. Description of waiting lists and any changes that were made in the past fiscal year**

### **Public Housing Waiting Lists**

OHA purged the existing waiting lists in accordance with the Admission and Continued Occupancy Policy (ACOP). Then, in September 2012, OHA opened the site-based waiting lists for Lockwood Gardens, Peralta Villa, and the project based voucher (OAHPI) portfolios. A total of 7,500 pre-applicants were selected during a computerized lottery for both the public housing and project based voucher sites.

In April 2013, the following public housing site-based waiting lists managed by third party partners were also opened: Oak Grove North, Oak Grove South, Harrison Towers, Adel Court, Chestnut Court, Linden Court, and Mandela Gateway. Applications were accepted online through a web-based system.

Although a site-based waiting list is established for each public housing AMP, the waiting list for the public housing sites managed by OHA (Lockwood Gardens and Peralta Villa) is maintained by a centralized unit that also maintains the Section 8 waiting list. The purpose of having a centralized unit manage the waiting lists is in part to assure quality control, and in part to provide residents with more privacy by separating the determination of eligibility from the ongoing property management relationship. Centralizing the management of the waiting lists allows the property management staff to focus on property management and not be privy to information that is unnecessary to manage the units. In addition, centralized management of the waiting lists ensures the integrity of the waiting lists, improves service to residents, and creates a seamless intake and screening process.

### **Section 8 Waiting Lists**

During FY 2013, the wait list was opened for project based voucher portfolio (OAHPI AMPs). As noted above, 7,500 applications were selected and placed on individual waitlist for each AMP. The number of families remaining on the public housing/project based voucher wait



lists is 7,034 as the end of FY 2013, and is considered to be sufficient for the current unit restoration and lease up activities over at least the next 12-18 months.

OHA continues to manage a single waiting list for the tenant based HCV program. The Section 8 waiting list remained closed during FY 2013. The number of remaining households on the 2011 HCV wait list at the end of FY 2013 is 9,873. We do not anticipate issuing vouchers to households on this list until 2016 due to Federal funding cuts, Sequestration, and uncertainty surrounding proposed language impacting MTW agencies and funding in the President's FY2014 appropriations request.

During FY 2013 the HCV wait list characteristics remained relatively unchanged. The Authority did identify 328 applicant households as having the veteran preference. These households were pulled and processed for a voucher. It is important to note that not all veterans meet the program eligibility criteria of VASH, and some need to access the traditional Section 8 program.

#### Shelter Plus Care Program

Alameda County manages a single waiting list for the entire Shelter Plus Care program for the county. This waiting list is always open for single adults eligible for a Single Room Occupancy (SRO) unit at the Harrison Hotel and for individuals or heads of households eligible for housing for people with HIV/AIDS. The County has adopted a policy that states that any applicant who refuses a housing referral, absent a compelling reason such as one related to their health, safety, disability, and/or self-sufficiency, is removed from the waiting list. This policy was put in place in order to focus on the most vulnerable and in-need applicants, who are often those without other housing resources.

### Section III. Non-MTW Related Housing Authority Information

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This section provides information about OHA's non-MTW activities.

#### **A. List planned versus actual sources and uses of other HUD or other Federal Funds (excluding HOPE VI)**

OHA elects not to include this optional information in this section. Information related to the planned versus actual sources and uses of funding received can be found in Section VII.

#### **B. Description of non-MTW activities implemented by the Agency**

##### Planned Disposition Request

On December 20, 2010, OHA submitted an application to HUD for the disposition of 383 senior public housing units on five scattered sites; see Table 9 for a list of these properties. These sites are not viable sites for conversion the RAD program, and OHA has come to the conclusion that disposition is the most cost effective and viable option for the preservation of this much needed affordable housing resource in Oakland based on the costs associated with operating and managing these properties, as well as the enormous backlog of issues caused by deferred maintenance at the sites. If the disposition application, as submitted, is approved by HUD and the subsequent request to HUD for Tenant Protection Vouchers is granted, OHA will transfer the control of the properties via long-term lease or through the sale of the properties to an OHA affiliate for this purpose. The affiliate organization will maintain and manage the units using conventional financing and management strategies to address the physical needs of the properties and ensure their continued operation as affordable senior housing sites in Oakland.

OHA is committed to preserving and maintaining the affordability of these units to low-income seniors earning at or below 60% of Area Median Income (AMI) to meet this growing need in Oakland. Following public housing disposition, the senior units will be project-based to allow for significant building restoration and sustainable rental income to maintain their affordability at current levels, subject to compliance with HUD requirements. Residents who choose to move will be offered tenant-based vouchers. Any proceeds from increased operating income will be utilized to improve the existing units and properties or used to support the public housing program. OHA intends to continue to make progress in our efforts toward meeting our capital improvement and quality of life goals for all of our households, including our senior households, and provide both healthier, greener units and greater housing choice. .

Table 9 Senior Sites for Disposition	
Site Name	Number of Units
Adel Court	30
Oak Grove Plaza South	75
Oak Grove Plaza North	77
Palo Vista Gardens	100
Harrison Towers	101
<b>Total Units</b>	<b>383</b>

## Section IV. Long-term MTW Plan

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The Oakland Housing Authority utilizes its participation in the MTW Demonstration program in the following primary areas:

1. Preserving and Enhancing Our Portfolio

OHA has made a long-term commitment to use MTW authority to preserve and enhance its portfolio of our current properties through a combination of enhanced operations and an aggressive effort to address deferred maintenance and improve physical conditions.

2. Preserving and Expanding Affordable Housing opportunities

OHA's participation in the MTW Program has allowed OHA to preserve and expand affordable housing resources and through real estate development, site acquisition, partnerships with nonprofit developers, and active coordination with the City of Oakland. These "brick and mortar" strategies are complemented by new innovative subsidy programs designed to meet local needs and initiatives.

3. Promoting Resident Empowerment and Self Sufficiency

The long-term success for many of OHA's clients requires a level of support beyond simply housing, but can start with access to our expanded housing choices. MTW allows OHA to enhance the quality and variety of client services provided both in-house and in partnership with community-based service providers that are experts in their respective fields.

4. Expanding Housing Choice in the Public Housing Program

One of the long-term goals of OHA is to expand housing opportunities for residents still in the Public Housing program. The primary strategy to accomplish this goal is to provide clients with the ability to transfer their housing subsidy similar to the current policy in the PBV program. As the programs are designed now, depending on when and where an opening exists in the Public Housing or Housing Choice Voucher programs, families admitted for assistance receive significantly different housing options. For Public Housing residents, their assistance, with very few exceptions, is limited to the unit they accept when they enter the program. In contrast, a participant in the HCV program is able to relocate with continued assistance to meet the changing needs of their family. This strategy will allow residents in the Public Housing program to move, with continued assistance, if their housing needs change. Regrettably, we have chosen not to move this option forward in the current funding and legislative environment, and without a longer term MTW agreement with HUD.

## Section V. Proposed MTW Activities: Approved but Not Implemented

This section includes information on proposed Moving to Work activities that were approved by HUD as a new MTW activity in the FY 2013 MTW Annual Plan, but have not yet been implemented. Information on activities that were approved in prior years but have not been implemented is included in Section VI.

Table 10 Proposed MTW Activities: Approved by HUD but Not Implemented			
Activity #	Fiscal Year Implemented	MTW Activity Name	Authorization(s)
13-01	To Be Determined	Rent Reform Pilot Program	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

### MTW Activity #13-01: Rent Reform Pilot Program

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

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

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

*Hardship Policy (Rent Reform activity):* For households that have more than a \$25 increase in their tenant rent payment (estimated 3% of all households or 12 households), the rent increase will be capped at \$25 if they meet one of the following criteria:

- Three or more dependents, or

- Out-of-pocket child care expenses above \$2,000 annually, or
- Out-of-pocket medical expenses above \$1,500 annually

This cap will remain in effect for 12 months and can be renewed annually if the same conditions exist. Households will have to provide documentation substantiating that they meet the criteria outlined above.

Households that feel that the rent increase cap does not go far enough in addressing their hardship or households that do not qualify for the rent increase cap can request a hardship review if they received any increase in their rent. These households will be required to provide documentation substantiating their hardship. A committee of representatives from the Public Housing and Section 8 programs will be established to review the hardship requests on a case-by-case basis. The hardship committee will have the option to reduce the amount of increase to the tenant rent payment to a level that is affordable for the resident or to eliminate the increase to the tenant rent payment entirely. Based on the circumstances, the hardship committee will determine an appropriate length of time for the hardship reduction to remain in place. Reductions to rent increases will be reviewed and either extended or removed after the specific period of time or at the next scheduled recertification. If a household is denied a hardship request and disagrees with the determination, the household can appeal following OHA's grievance procedure.

*Anticipated Impacts:* The rent reform policy was designed to address local needs and concerns and have the following primary intended impacts:

- Stabilize the neighborhoods and schools in Oakland by creating a housing environment where families can grow economically without having to rapidly transition out of the housing programs and change their children's school.
- Promote and provide opportunities for higher income families to stay in Oakland, thereby contributing to the community both economically and as role models for other households.
- Create an environment that is less intrusive to residents and empowers them to make choices for their own life without compromising the necessary oversight needed to equitably and efficiently operate subsidized housing.
- Reduce the amount of staff time and resources spent on calculating, verifying and recertifying the tenant rent payment as a result of changes to the verification process for assets and the elimination of deductions.

*Statutory Objectives:* Reduce costs and achieve greater cost effectiveness, and provide incentives for families with children to become economically self sufficient

*Measurement & Outcomes:* The implementation of the pilot program is on hold. The current business system used by OHA is not able to modify the percentage used to calculate rent. OHA is in the process of changing business systems and is ensuring that the new system will be able to accommodate these types of modifications.

#13-01 Evaluation Metrics			
Senior and Disabled Households			
Statutory Objective(s)	Measurement	Baseline	Benchmarks FY 2014
Reduce costs and achieve greater cost effectiveness	Staff time to perform initial rent calculation per household	Public Housing: 90 minutes	72 minutes (20% reduction)
		Section 8: 45 minutes	36 minutes (20% reduction)
	Labor cost to perform initial rent calculation per household	Public Housing: \$54 (based on \$36 per hour)	\$43.20 (20% reduction)
		Section 8: \$31 (based on \$42 per hour)	\$24.80 (20% reduction)
Reduce costs and achieve greater cost effectiveness	Staff time to perform all rent review re-examinations	Public Housing: 120 hours (based on 60 eligible households)	60 hours (50% reduction)
		Section 8: 67 hours (based on 67 eligible households)	37 hours (45% reduction)
	Labor cost to perform all rent review re-examinations	Public Housing: \$4,320 (based on 60 eligible households)	\$2,160 (50% reduction)
		Section 8: \$2,800 (based on 67 eligible households)	\$1,540 (45% reduction)

#13-01 Evaluation Metrics			
Work-Eligible Households			
Statutory Objective(s)	Measurement	Baseline	Benchmarks FY 2014
Reduce costs and achieve greater cost effectiveness	Staff time to perform initial rent calculation per household	Public Housing: 120 minutes	96 minutes (20% reduction)
		Section 8: 90 minutes	72 minutes (20% reduction)
	Labor cost to perform initial rent calculation per household	Public Housing: \$72 (based on \$36 per hour)	\$57.60 (20% reduction)
		Section 8: \$63 (based on \$42 per hour)	\$50.40 (20% reduction)
Reduce costs and achieve greater cost effectiveness	Staff time to perform all rent review re-examinations	Public Housing: 267 hours (based on 89 eligible households)	134 hours (50% reduction)
		Section 8: 362 hours (based on 181 eligible households)	181 hours (50% reduction)
	Labor cost to perform all rent review re-examinations	Public Housing: \$6,408 (based on 89 eligible households)	\$3,204 (50% reduction)
		Section 8: \$15,132 (based on 181 eligible households)	\$7,565 (50% reduction)
Provide incentives for families with children to	Number of households with earned income	Public Housing: 42 households	46 households (10% increase)
		Section 8: 75 households	82 households (10% increase)

#13-01 Evaluation Metrics			
<i>Work-Eligible Households</i>			
Statutory Objective(s)	Measurement	Baseline	Benchmarks FY 2014
become more economically self sufficient	Number of households with increases in income as a result of new policy	Public Housing: 0	5 households
		Section 8: 0	8 households
	Average annual income	Public Housing: \$10,926	\$12,020 (10% increase)
		Section 8: \$14,444	\$15,888 (10% increase)

## Section VI. Ongoing MTW Activities: HUD Approval Granted

The MTW activities listed in this section have received HUD approval. For each activity, information is provided on the relationship between the ongoing activities and the statutory objectives, as well as, detailed information on the measurements and impacts.

The ongoing MTW Activities are shown below in Table 11. The MTW Activity number indicates the fiscal year in which the activity was first identified (e.g. 12-01 indicates that the activity was identified in the FY 2012 MTW Annual Plan).

Table 11 Ongoing MTW Activities: HUD Approval Granted			
Activity #	Fiscal Year Implemented	MTW Activity Name	Authorization(s)
<b>NOT IMPLEMENTED and/or ON HOLD</b>			
11-02	To Be Determined (TBD)	Standardized Transfer Policy	Attachment C, Section B.1 Attachment D, Use of Funds
11-03	TBD	SRO/ Studio Apartment Project-based Preservation Program	Attachment C, Section D.7
10-08	2011	Redesign Family Self Sufficiency (FSS) Program	Attachment C, Section E
10-09	2010	Waive 12-month Minimum Stay Requirement in Converted PBVs	Attachment C, Section E
09-02	2010	Short-Term Subsidy Program	Attachment C, Section B.1 Attachment D, Use of Funds
<b>IMPLEMENTED</b>			
12-01	2012	Eliminate Caps on PBV allocations	Attachment C, Section D.1.e
11-01	2011	Project-Based Voucher Occupancy Standards	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Attachment C, Section B.1, B.4, D.1.a, b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Attachment C, Section B.1, B.4 Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Non-contiguous Sites	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Attachment C, Section B.1 Attachment D, Use of Funds
10-07	2010	Disposition Relocation and Counseling Services	Attachment C, Section B.1 Attachment D, Use of Funds
09-01	2011	Alternative Housing Quality Standards (HQS) System	Attachment C, Section D.5 Attachment D, Section D
08-01	2008	Fund Affordable Housing Development Activities	Attachment C, Section B.1 Attachment D, Use of Funds
07-01	2010	Triennial Income Recertification	Attachment C, Section C.4, D.1.c
06-01	2006	Site Based Wait Lists	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Attachment C, Section D.7.b

All MTW Activities that utilize the authorization found in Attachment D, Use of Funds, are in conformance with HUD's Public and Indian Housing (PIH) Notice 2011-45: Parameters for



Local, Non-Traditional Activities under the Moving to Work Demonstration Program including the provision that families served are at or below 80% AML at the time of initial eligibility.

**NOT IMPLEMENTED and/or ON HOLD**

**MTW Activity #11-02: Standardized Transfer Policy**

*Description of MTW Activity:* Adopt a policy to allow residents to transfer from Public Housing or PBV assisted housing to the tenant-based Section 8 voucher program (Housing Choice Vouchers). Amend the current transfer policies to standardize the procedures across programs.

*Anticipated Impacts:* Increase housing choices for families by allowing residents of public housing and PBV assisted housing the option to move when family, employment, or other circumstances change.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #11-02 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of PBV assisted families requesting a transfer voucher under new policy	0 families	200 families	N/A	Not Yet Implemented and On Hold

This policy is expected to include provisions such as the length of tenancy required before requesting a transfer to the tenant-based Section 8 program, impacts to the HCV waiting list, and a cap on the number of transfers allowed annually. For example, families may be required to complete a two-year tenancy in order to be eligible to transfer from either Public Housing or PBV programs. Additionally, in order to mitigate the impact on the HCV waitlist, the issuance of transfer vouchers may be subject to a one-for-one policy. OHA may issue at least one or more new vouchers to a family selected off of OHA's HCV tenant-based waiting list for each Public Housing or PBV program transfer allowed. In order to control demand, OHA will also consider limiting the number of transfer vouchers available to no more than 10% of the total units in the Public Housing and PBV programs combined per year. These transfer restrictions will be applied to OHA's inventory of PBV program units to standardize the conversion opportunities between the two programs. OHA anticipates that up to 200 Public Housing families will request to convert to tenant-based Section 8 assistance as a result of this activity.

In light of current funding cuts in the Public Housing and Section 8 programs, OHA held off on implementing this activity in FY 2013. Once the federal funding has stabilized and if our MTW Agreement is extended, OHA would begin to implement this activity. OHA is concerned that this activity might place undue pressure on the tenant based voucher program and the financial viability of the Authority, as well as the shortness of the remaining time under our Agreement to fully implement and assess the activity.

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

*Description of MTW Activity:* Develop a PBV sub-program to award long-term Section 8 assistance to Single Room Occupancy and studio apartment developments offering service enriched housing.

*Anticipated Impacts:* Increase housing options for special needs households by preserving and improving distressed SRO/studio apartment developments with service enriched housing.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #11-03 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of SRO/studio units awarded PBV assistance under this activity	0 units	250 units	N/A	Not Yet Implemented and On Hold

The goal of this program is to help stabilize and improve this unique and valuable housing type. Participants admitted to a PBV assisted SRO unit often request to convert to the HCV program and move at the first available opportunity. Under standard PBV program rules, this transfer request would only be permitted after the participant has completed an initial 1-year tenancy. Upon transfer, a participant's occupancy standard is automatically upgraded to a 1 bedroom, the lowest standard available in the HCV program, which makes it difficult to anticipate funding needs. PBV transfers also impact OHA's ability to select families off of the Section 8 waiting list. For these reasons, historically, OHA has excluded SRO and Studio unit types from the competitive process for long-term PBV awards.

In combination with MTW Activity #11-02, OHA will begin awarding PBV assistance to SRO and studio units and implementing the new transfer policy for the PBV units as described above. The operating subsidies provided by PBV assistance are a valuable financing component for projects in need of redevelopment. Long-term PBV commitments can be used to leverage and secure other available funding resources. PBV assistance will help large SRO developments acquire quality property management, maintain or retain necessary services for residents, and secure redevelopment financing to address years of deferred maintenance.

Policies for conversion to HCV must ensure that families admitted to these specialized unit types are capable of functioning independently before a conversion to tenant-based assistance is approved. Therefore, the PBV sub-program may also include "graduation" requirements before tenants can request conversion to tenant-based voucher assistance. Criteria for a "graduation" requirement at these sites will be developed in partnership with local providers with expertise operating service enriched housing. OHA anticipates that approximately 200 units will be awarded PBV assistance as a result of this activity.

OHA held off on implementing this activity in FY 2013 due to funding uncertainties in the federal appropriations, as described under MTW Activity #11-02. OHA will implement this activity in tandem with MTW Activity #11-02 in order to ensure the viability of this program and not create excessive vacancies that may lead to financial instability.

### MTW Activity #10-08: Redesign FSS Program

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

*Anticipated Impacts:* Increase participant enrollment in the program and improve outcomes by better matching program design with participant needs.

*Statutory Objective:* Provide incentives for families with children to become economically self sufficient

*Measurement & Outcomes:*

Activity #10-08 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families enrolled in FSS	222 families enrolled in FSS	300 families enrolled	N/A	On Hold
Number of new contracts signed	43 new contracts signed	100 new contracts signed	N/A	On Hold
Number of workshops held	3 workshops held	10 workshops held	N/A	On Hold

The redesign of the FSS program is on hold. The FSS program continues to operate under the regulations outlined in the associated Notice of Funding Availability (NOFA).

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

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

*Anticipated Impacts:* Ensure housing choices are available to residents impacted by disposition.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

#10-09 Evaluation Metrics			
Statutory Objective	Measurement	Baseline	Benchmarks FY 2013
Increase housing choices	Number of households in PBV units requesting a voucher after less than 1 year in the unit	Number of households in PBV units requesting a voucher after less than 1 year in the unit = 0	Number of households in PBV units requesting a voucher after less than 1 year in the unit = 40

This activity is currently on hold but may be used in cases where future dispositions are approved to convert units to PBV assistance.

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

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

*Anticipated Impacts:* Preserving existing housing resources with a short-term subsidy is more cost effective in many circumstances than relocating in-place families and providing HAP. Keeping units in service and providing options for tenants to stay in place increases housing choice.

*Statutory Objectives:* Increase housing choices, reduce costs and achieve greater cost effectiveness

*Measurement & Outcomes:*

<b>Activity #09-02 Outcomes</b>				
<b>Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>	<b>Achieved Benchmark?</b>
Cost to issue subsidies	Cost to issue new HCV annually	Cost to issue short-term subsidy	<b>N/A</b>	<b>On Hold</b>
Number of families occupying units	Number of families living in units that may be taken out of service	Number of families given the option to remain in-place	<b>N/A</b>	<b>On Hold</b>

This activity was not used this fiscal year and is currently on hold. This activity was utilized in FY 2011 and FY 2010 to provide subsidies to the Oaks Hotel and Slim Jenkins Court, two affordable housing developments in Oakland. Both developments were owned by a nonprofit developer that went out of business. As a result of funds provided under this activity, both of these properties remain viable today and have stabilized. More information about this activity can be found in the FY 2011 and FY 2010 MTW Annual Reports.

### **IMPLEMENTED**

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

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

Plan to remove the cap on the number of PBVs allocated to a single development. This activity expands on the previously approved activity to eliminate caps on PBV allocations in all areas.

*Anticipated Impacts:* Preserve the affordable housing stock as Public Housing and Moderate Rehabilitation program assisted units are converted to PBV assistance. Award projects to developers that will leverage the PBV funding commitment in order to build additional affordable housing.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #12-01 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of PBV units awarded above 25% of the total units in a project	0 PBV units	100 new and/or preservation units	25 new and/or preservation units	No – 25% of the benchmark was achieved.
Number of PBV units awarded above 20% of total units in the voucher program	0 PBV units	250 new and/or preservation units	25 new and/or preservation units	No – 10% of the benchmark was achieved.

Prior to the implementation of this activity, OHA was only allowed to award PBV to 100% of the units under HUD PBV exception rules (24 CFR 983.56(b)). Otherwise, PBV awards are limited to a cap of 25% of the units in a development. Due to sequestration cuts and the uncertainty of the long term funding availability, OHA only awarded 25 new PBV units to new and/or preservation units in FY 2013. Since implementation in FY 2010 however, OHA has awarded 2,013 PBVs to units above the 25% cap for a total of 2,780 PBV units. Table 12 provides a breakdown of the PBVs awarded by development. The development shaded in grey received the new PBVs awarded in FY 2013.

### Senior Housing

There is an exception to the 25% PBV cap for senior housing developments that allows for awarding PBV assistance to up to 100% of the units in a development. However, if this exception is utilized, then all units in the project must adhere to the Section 8 definition of senior as 62 years or older. All senior projects listed in Table 12 also received tax credit financing from the California Tax Credit Allocation Committee. Projects awarded under this program are allowed to use 55 years and older as the definition of senior. Without this activity, the projects would have had to decide between accessing PBV assistance and utilizing the definition of senior as 55 years and older. By implementing this activity, tax credit senior developments were allowed to utilize the applicable age 55+ standard for senior housing and receive PBV awards for up to 100% of the units at these developments. In FY 2013, no new senior housing developments were awarded PBVs.

### Special Needs Housing

OHA also utilized this activity to award 100% PBV assistance at one new special needs project that is currently being developed. These PBV commitments are a critical leveraging component

allowing the project to secure necessary financing. When completed, 25 newly created service enriched housing units will be added to the housing stock in Oakland.

### Family Affordable Housing

Due to sequestration cuts and the uncertainty of the long term funding availability, no new family developments were awarded PBVs in FY 2013.

**Table 12**  
**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
<b>Senior Housing</b>				
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	98	77
Merritt Crossing (formerly 6th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossings Phase V	<u>128</u>	<u>32</u>	<u>127</u>	<u>95</u>
<i>Senior Housing Total</i>	<i>581</i>	<i>144</i>	<i>530</i>	<i>386</i>
<b>Special Needs Housing</b>				
Jefferson Oaks	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	<u>25</u>	<u>6</u>	<u>25</u>	<u>19</u>
<i>Special Needs Housing Total</i>	<i>264</i>	<i>65</i>	<i>261</i>	<i>196</i>
<b>Family Affordable Housing</b>				
Drachma Housing (On-going)	14	3	14	11
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasnin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11th and Jackson	98	24	48	24
Cathedral Gardens	100	25	43	18
460 Grand	74	18	34	16
Madison Park Apartments	98	24	96	72
Hugh Taylor House	<u>43</u>	<u>10</u>	<u>35</u>	<u>25</u>
<i>Family Affordable Housing Total</i>	<i>542</i>	<i>131</i>	<i>336</i>	<i>205</i>
<b>OHA Former Public Housing</b>				
OHA Scattered Sties	1,554	388	1,554	1,166
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	<u>20</u>	<u>5</u>	<u>19</u>	<u>14</u>
<i>Former Public Housing Total</i>	<i>1,711</i>	<i>427</i>	<i>1,653</i>	<i>1,226</i>
<b>Total Units</b>	<b>3,098</b>	<b>767</b>	<b>2,780</b>	<b>2,013</b>



### OHA Former Public Housing

At former family public housing scattered sites, units continue to be converted to the PBV program as in-place families with Tenant Protection Voucher assistance move-out. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. Without this activity, PBV awards would be limited by the 25% per project cap. To date this activity has been used to convert 1,653 former public housing units to PBV. No new PBV units were awarded to former public housing units in FY 2013

Overall, this activity has contributed to the creation and/or preservation of 2,780 PBV assisted units. If these projects were limited to a 25% per project cap, then only 767 units would have been eligible for PBV assistance.

### Awards Above 20% of the Total Authorized Vouchers

Under the current regulations, housing authorities are only allowed to project-base 20% of the total authorized vouchers in the HCV program. For OHA, this equates to 2,537 (based on the total amount of vouchers authorized at 12,687). Since implementation of this activity, OHA has committed PBVs to 567 units above the authorized level under the traditional regulations for a total of 3,104 PBVs under contract or committed.

### **MTW Activity #11-01: PBV Occupancy Standards**

*Description of MTW Activity:* Modify the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. Low Income Housing Tax Credit program). The activity applies to new participants in the PBV program and to in-place families where household composition changes would require them to relocate.

*Anticipated Impacts:* Create consistent occupancy standards for all units in a development regardless of source of subsidy, thereby, increasing housing options for households assisted with PBVs.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #11-01 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families housed according to the new occupancy standards	0 families	10 families	3 families	No – 30% of the benchmark was achieved.

When PBV assistance is attached to units developed or rehabilitated with other state or locally administered affordable housing funds, the occupancy standards of other programs may differ from the PBV program occupancy standards. This difference creates circumstances whereby a family of a particular size or composition will qualify for a specific unit under the general occupancy standards for the development, but not be eligible for PBV assistance because of a different standard applicable for the PBV program. For example, a family with two children

would qualify for a two-bedroom unit, in most cases, under the PBV occupancy standards; whereas that same family might qualify for a three-bedroom unit in certain developments based on the occupancy standard in the tax credit program. Thus, this activity provides additional housing options for families assisted under the PBV program.

In FY 2013, this activity was used for three households that leased units under the new occupancy standards, expanding the housing options for these families.

#### **MTW Activity #11-05: PBV Transitional Housing Program**

*Description of MTW Activity:* Develop a PBV sub-program to allow for transitional housing programs 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.

*Anticipated Impacts:* Expand housing options for low-income special needs families that would traditionally not be served by the Public Housing or Section 8 program.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #11-05 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of applicants	4 applicants	6 applicants (50% increase)	6 applicants	<b>Yes – 100%</b> of the benchmark was achieved. A total of 16 applications were received, 6 met the requirements for the program, but only 3 were housed.
Number of families participating in PBV transitional housing program	0 families	11 families (100% occupied)	5 families	<b>No – 45%</b> of the benchmark was achieved at the end of FY 2013. However, during the course of the year, the site was 91% occupied. See the narrative for more information.
Vacancy Rate	47% vacancy rate	10% vacancy rate	65% vacancy rate	<b>No</b> – There were 4 units vacant at the end of FY 2013.

OHA operates the Maximizing Opportunities for Mothers to Succeed (MOMS) Program in partnership with the Alameda County Sheriff's Office, which provides 11 units of service enriched transitional housing for formerly incarcerated mothers leaving the county jail system. This program provides an opportunity for these women to reunite with their children and families while living in a supportive environment. The program was designed to prevent recidivism by providing customized on-site case management, group counseling services, and safe and affordable housing. OHA has designated a twelve unit apartment building for transitional housing for eligible participants of the MOMS Program. Eleven fully furnished apartments have been allocated for the participants and one unit is designated for administrative purposes such as on-site meetings and counseling sessions.



The program starts while the participants are still in custody with an eight-week course designed to prepare them for the environment and challenges outside of jail. At the end of the pre-release phase of the program, the participants are referred to OHA and housed for a maximum of 24 months to complete the post-release phase of the program. Graduates of the post-release phase of the program are offered an option to transfer into the next available Section 8 PBV unit within the current AMP grouping, AMP 10. At that point, they are participants of the traditional PBV program and have the option to transfer to a Section 8 tenant-based voucher after completing the tenancy requirement.

OHA and its partners have established significant improvements this reporting period that will impact both the leasing and management of the MOMS program including:

- Enhanced partnership with the Alameda County Children of Incarcerated Parents Partnership (ACCIPP) which provide direct access to support services;
- Facilitated staff training including Improving Skills in ASAM Multi-Dimensional Assessment, Managing Level of Care Placement and Continuing Service and Discharge Criteria
- Facilitated an interagency team walk through of the property to enhance security at the site.
- Enhanced the MOMS Residential Housing Complex Agreement

Consistent with many supportive housing programs that serve at-risk families, the number of participating families fluctuated during FY 2013. At the beginning of FY 2013, there were seven families participating in the MOMS program and living at the site. During FY 2013, an additional three families entered the program. By the end of the fiscal year, four families graduated and were offered an option to transfer into the next available PBV unit in AMP 10. All four families chose to transfer and are currently residing in PBV units in AMP 10. One family left the program without graduating during fiscal year 2013. At the end of fiscal year 2013, five families resided at the designated site. This program has increased the housing choices available to these families who otherwise may not have qualified for the traditional Public Housing or Section 8 programs, and OHA is now exploring expanding it a new larger site and creating a new Family Unification Program for both parents in partnership with the Alameda County Sheriff's Department.

#### **MTW Activity #10-01: Specialized Housing Programs**

*Description of MTW Activity:* In collaboration with the Alameda County Sheriff's Department and the Alameda County Social Services Agency, OHA operates the Maximizing Opportunities for Mothers to Succeed program providing 11 units of service enriched transitional housing to women leaving the county jail system and reuniting with their children. This activity increases the allocation of resources to the MOMS program to improve outcomes and enhance program coordination among partners.

*Anticipated Impacts:* Improve self-sufficiency outcomes for residents.

*Statutory Objective:* Provide incentives for families with children to become more economically self-sufficient, increase housing choices

*Measurements & Outcomes:*

Activity #10-01 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Amount of services available	<b>Zero (0)</b> services available	<b>4</b> types of services offered	<b>11</b> types of services offered	<b>Yes – 275%</b> of the benchmark was achieved. See Table 13 for a list of services.
Number of families graduating from the program	<b>0</b> families	<b>3</b> families	<b>4</b> families	<b>Yes – 133%</b> of the benchmark was achieved.

This activity works in combination with the previous Activity #11-05 to support the MOMS program. Activity #11-05 focuses on the creation of a transitional housing PBV program while this activity focuses on the allocation of resources to improve outcomes and enhance program coordination among partners. As a result, this activity focuses primarily on the goal of providing incentives for families with children to become more economically self-sufficient. The measurements and outcomes related to increasing housing choices (the number of applicants and the vacancy rate) have been reported under Activity #11-05.

The MOMS program offers services designed to help families increase their economic self-sufficiency and strengthen family relationships. While the funding restrictions continue to dictate the availability of services and resources, OHA's partnership with other agencies has resulted in the implementation of several new services for the program participants. These additional services are described in Table 13.

Table 13 Services Offered in FY 2013		
Type of Service	Frequency	Timeframe
Centerforce Intensive Case Management Services	Weekly pre and post release	October 2011 through December 2013
<i>*Children's Hospital Research Center, Early Intervention Services Department: Early Childhood Mental Health Services</i>	Once a week	January 2013 – June 2013
Youth and Family Services Bureau Child Focused Counseling Support	Based upon Individual Family Plan	October 2011 through September 2013
*Narcotics Anonymous	Based upon Referral	June 2009 - June 2012
*Parent Support Group	3 hours every month	February 2013 – June 2013
Chrysalis Program (Horizon Services, Inc.) Drug and alcohol prevention, treatment, and recovery facility	Monthly	September 2012 to September 2013
Magnolia Women's Recovery Program Outpatient/Case Management drug treatment for pregnant and post-partum women	Based upon Individual Family Plan	January 2013-December 2013
New Bridge Foundation Integrated chemical dependency and mental health treatment	Based upon Individual Family Plan	January 2013-December 2013

\*Certified programs recognized by the Alameda County Court System

These services are intended to provide life enrichment activities to program participants. In addition, the OHA Department of Family Community Partnership provides workforce development support and referrals to participants in the program. OHA continues to work with its collaborative partners to expand the day-to-day coordination of the program including a pre-release orientation and training, as well as, the delivery of on-site services.

An additional metric was added to this activity to measure the number of families that graduate from the program. A participant graduating from the program indicates that the family has successfully remained housed in the program and is ready to enter the traditional subsidized housing market and/or the private housing market. In FY 2013, four families graduated from the program and transferred into the traditional PBV program, maintaining their housing stability and increasing their economic self-sufficiency.

Other important outcomes of the program during FY 2013 included:

- Six (6) clients completed consistent Therapy/Recovery counseling sessions.
- Two (2) clients gained employment
- Four (4) clients were reunited with children who had been in the care of Child Protective Services.
- One (1) client completed a vocational program.

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

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

*Anticipated Impacts:* Remove incentives for families to end employment or reduce sources of income in order to maintain housing assistance. Encourage employment by providing additional security for participants trying to increase their income.

*Statutory Objective:* Provide incentives for families with children to become economically self-sufficient

*Measurement & Outcomes:*

Activity #10-02 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families able to remain in Section 8 past 6 months	0 families	90 families	119 families	Yes – 132% of the benchmark was achieved.
Number of families that returned to a HAP payment after being at zero HAP assistance for more than 6 months	0 families	9 families	28 families	Yes – This benchmark was achieved by over 300%. 24% of families who temporarily received zero HAP were able to take advantage of the safety net and return to receiving a rental subsidy.
Number of families that left Section 8 after being a zero HAP for more than 6 months	0 families	18 families	23 families	Yes – 128% of the benchmark was achieved.

Prior to implementing this activity, participants were required to be terminated from the Section 8 program if they reached zero HAP assistance for a consecutive period of six months. As a result of implementing this activity, in FY 2013, a total of 119 families were allowed to remain in the Section 8 program at zero HAP beyond six months. This represents 71% of the total families that were at zero HAP assistance for any period of time during the fiscal year (167 families). These 119 families would have been terminated from the Section 8 program without this activity. The other 48 families at zero HAP assistance had not been at zero HAP assistance for more than six months at the time of the report; so it is yet to be determined if they will benefit from this activity.

Of those 119 families, a total of 28 families (24%) returned to a HAP payment with continued Section 8 assistance, after being at zero HAP payment for more than six months. Returning to a HAP payment is often a result of a decrease in income, such as losing a job or a reduction in work hours. However, it could be attributed to other factors, such as a change in household composition, moving to a larger or higher priced unit, or the landlord increasing the rent. These 28 families were able to take advantage of the safety net provided by this activity and allowed to return to receiving subsidy assistance for their rent. Without this activity, these families would have been automatically terminated from the Section 8 program and would need to reapply for Section 8 rental assistance if their circumstances changed. Given the long wait time for admission into the Section 8 program, it could be several years before these families would be able to return to a stabilized housing environment.

Of the 119 families, a total of 23 families were able to achieve economic self-sufficiency during this period and exit the Section 8 program. The additional safety net provided by this activity allowed these families to remain in the program without fear of losing Section 8 assistance until the point that they felt they could be self-sufficient. Overall, this activity removes the disincentive for families to become economically self-sufficient by providing them with up to 24 months before losing the protection afforded by rental assistance should their circumstances change unexpectedly.

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

*Description of MTW Activity:* Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings.

*Anticipated Impacts:* Reduce the staff time and administrative costs associated with preparing, executing, and managing the HAP contracts.

*Statutory Objective:* Reduce costs and achieve greater cost effectiveness

*Measurement & Outcomes:*

Activity #10-03 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of HAP contracts executed	8 contracts for scattered sites	1 contracts for scattered sites	1 contract	<b>Yes – 100%</b> of the benchmark was achieved.
Staff time to execute HAP contracts	48 hours for scattered site contracts	6 hours for scattered site contracts	6 hours	<b>Yes – 100%</b> of the benchmark was achieved.

In FY 2013, this activity was used for Oakland Point (OPLP), a PBV project consisting of 8 scattered sites with 15 PBV units in West Oakland. Implementation of this MTW activity allowed for a single HAP contract to be executed for the entire project consisting of multiple non-contiguous sites. This resulted in a significant savings both in the number of contracts and the time to execute those contracts.

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

*Description of MTW Activity:* Modify the PBV program requirement to use a state certified appraiser to determine the initial contract rent for each PBV project. Under this activity, initial contract rents are determined using a comparability analysis or market study certified by an independent agency approved to determine rent reasonableness for OHA-owned units. In addition, the definition of PBV “project” is expanded to include non-contiguous scattered sites grouped into 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.

*Anticipated Impacts:* Reduce the costs associated with establishing reasonable rents.

*Statutory Objective:* Reduce costs and achieve greater cost effectiveness

## Measurement & Outcomes

Activity #10-04 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Per unit cost to determine initial PBV program rents at scattered site units.	<b>\$192 per unit</b> cost to use a state certified appraiser for a market rent study for each PBV "project".	<b>\$48 per unit</b> cost for a state certified appraiser to perform a market rent study based on scattered sites AMP property groups. (75% cost reduction)	<b>\$0</b> per unit	<b>Yes – 100%</b> cost reduction was achieved.

This activity was created and utilized primarily for the conversion of the formerly public housing scattered site inventory to project-based voucher assisted units. OHA-owned scattered sites were similar in size, age, condition, and all other respects; however, they are not on contiguous lots so they could not be considered a single project. This activity based rent comparability on a geographic area so that an individual market rent study prepared by a state certified appraiser would not have to be ordered for each and every scattered site, 254 in all. More information about the application of this activity to the scattered site properties can be found in the FY 2010 MTW Annual Report.

This activity was utilized in one PBV contract made in FY 2013. Oakland Point (OPLP) is a PBV project consisting of 8 scattered sites with 15 PBV units in West Oakland. The project is in close proximity geographically to OHA's AMP 13 (one of the former public housing AMPs that is now PBVs) and also in terms of the unit's size, age, and condition. Thus, the initial contract rents for three of the bedroom types at OPLP were based on the rent reasonableness established for AMP 13 performed by a state certified appraiser. Under this MTW activity, a rent comparability analysis based on a geographic area was adopted instead of commissioning an individual market rent study for each and every scattered site. This resulted in a significant cost savings for the agency and staff time as new market rent studies were not needed.

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

*Description of MTW Activity:* As a result of disposition, some households may become considered "over-housed" based on 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 certified for the family as opposed to the actual number of bedrooms in the unit.

*Anticipated Impacts:* Ensure access to housing for families impacted by disposition.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #10-05 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of over-housed households eligible to remain in place with PBV assistance	<b>Zero (0)</b> over-housed households prior to implementation	<b>N/A</b>	<b>N/A</b>	<b>Ongoing</b>

Implementation of this initiative began during FY 2010. As a result of the conversion of the public housing scattered site units to the PBV program, it was anticipated that a large number of families would be over-housed due to program regulations that only allow a certain number of family members in each unit size (occupancy standards).

OHA had anticipated that Tenant Protection Vouchers awarded for the approved disposition of the scattered site units could immediately convert to PBVs. However, project-basing of TPVs was not allowed by HUD. In-place families in former public housing scattered site units were allowed to remain in place with TPV assistance, which does not require enforcement of a minimum number of family members per bedroom size, as is the case with PBV assisted units. As a result, the number of families impacted by this activity was significantly reduced.

While this activity continues to be used for the former public housing sites, the families assisted under this activity have already been reported in previous MTW reports. In FY 2013, no new families were assisted under this activity.

<b>MTW Activity #10-06: Local Housing Assistance Programs</b>
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*Description of MTW Activity:* Local Housing Assistance Programs (LHAP) 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.

*Anticipated Impacts:* Increase the housing choices for hard-to-house families and provide critical support to agencies operating serviced enriched housing for special needs households.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #10-06 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of over-income households in former public housing scattered sites assisted by LHAP	<b>Zero (0)</b> households	<b>10</b> households	<b>4</b> new households	<b>No</b> – Only 40% of the benchmark was met. A total of <b>39</b> households were assisted during FY 2013 with this activity.
Number of hard-to-house clients assisted by LHAP	<b>Zero (0)</b> households	<b>90</b> households	<b>180</b> households	<b>Yes</b> – 200% of the benchmark was achieved.

This activity was originally designed to protect families that might be negatively impacted by the disposition of the formerly public housing scattered sites. Some families that were paying the flat rent in the public housing units faced an increase in rent upon conversion of the unit to Section 8. Also, some families were not eligible for the Section 8 program because they were over-income for the Section 8 program, despite being income eligible for the Public Housing program. These families were offered the option to remain in place and be assisted under LHAP. At the end of the fiscal year, a total of 39 households were assisted directly by LHAP, which included four new households.

Additionally, OHA used this activity to develop a local housing program in partnership with the City of Oakland for the purpose of housing traditionally hard-to-house individuals. OHA executed an agreement with the City of Oakland to provide housing subsidy assistance for up to 110 individuals who are either homeless or living in encampments or ex-offenders reentering the community upon release from prison or jail. Qualifying participants assisted through the program must also be receiving services through providers working under contract with the City of Oakland's Department of Human Services. The program is intended to leverage the resources and expertise of the City's efforts while expanding OHA's ability to serve special needs populations.

Program eligibility was streamlined to best meet the needs of the target populations while maintaining program integrity. Households receiving assistance through the program pay no more than 30% of their income towards rent and must meet the same income limits as the Section 8 program. Households are prohibited from participation if any member has a conviction for the production or manufacture of methamphetamine on the premises of federally assisted housing or is subject to a lifetime registration requirement under a state sex offender registration program. In addition, the household must meet OHA's immigration eligibility requirements. All housing units subsidized through the program must meet the Housing Quality Standards (HQS).

A total of 180 households have been housed by this program as of June 30, 2013. This activity has allowed OHA to expand the housing options available to these critical special needs households in a way that also provides the services necessary to support their housing stability.



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

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

*Anticipated Impacts:* Increase participants' knowledge and understanding of housing options available in the community and improve outcomes for households that receive a transfer voucher.

*Statutory Objectives:* Increase housing choices

*Measurement & Outcomes:*

Activity #10-07 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Amount of resources available for relocation and housing options assistance for families impacted by disposition	0 group briefings  0 one-on-one counseling sessions	N/A	N/A	Families impacted by disposition have already been provided relocation and counseling assistance in previous fiscal years.
Number of transfer vouchers requested as a result of the disposition of scattered sites units	0 transfer vouchers requested	500 transfer vouchers requested	544 transfer vouchers requested to date. 12 transfer vouchers requested in FY 2013	Yes – 111% of the benchmark has been achieved since the implementation of this activity in FY 2010.

Using Single Fund Flexibility as an MTW agency, OHA provided counseling and relocation assistance to residents impacted by the disposition of the family public housing scattered site units. The majority of impacted households received group briefings and one-on-one counseling sessions during FY 2010. As a result, no benchmark was established for this metric for FY 2013.

Families impacted by the disposition that wished to relocate were provided a transfer voucher. In FY 2010, a total of 129 families requested transfer vouchers. In FY 2011, a total of 318 families requested transfer vouchers. In FY 2012, a total of 85 families requested transfer vouchers, and in FY 2013 an additional 12 families were issued transfer vouchers. To date, over 100% of the benchmark has been achieved. Relocation benefits ended in March 2012 for families impacted by disposition.

### MTW Activity #09-01: Alternative HQS System

*Description of MTW Activity:* Develop an alternative inspection methodology and frequency for Housing Quality Standards inspections based on a risk assessment system and findings from prior inspections. Properties that are HQS compliant and pass their first inspection are only inspected every two years. Properties that fail on the first inspection remain on the annual

inspection schedule. Properties that fail to pass HQS after two inspections will be inspected more frequently and require semi-annual inspections for the next year. After two inspections that pass, the property may be placed back on an annual or biennial inspection schedule.

*Anticipated Impacts:* The protocol is designed to be less intrusive to residents, requiring fewer inspections in properties that maintain units in good condition. In addition, resources can be better allocated to focus on properties with HQS deficiencies rather than on properties with a history of compliance.

*Statutory Objective:* Reduce costs and achieve greater cost effectiveness

*Measurement & Outcomes:*

Activity #09-01 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of units inspected	12,980 units	9,086 units (30% reduction)	8,715 units	<b>Yes</b> – A 33% reduction in units inspected from the baseline was achieved.
Number of inspections	12,980 inspections	9,086 inspections (30% reduction)	10,277 units	<b>No</b> – A 21% reduction in units inspected from the baseline was achieved.
Cost to perform HQS inspections	\$399,784 to perform HQS inspections	\$279,849 (30% reduction)	\$316,532	<b>No</b> – A 21% reduction in the cost was achieved.

Implementation of this activity began on July 1, 2010. All properties were inspected during FY 2011. The properties that received a “Pass” score in FY 2011 were not scheduled to be inspected again until FY 2013 (beginning July 1, 2012). In FY 2013, under the traditional model, OHA would have had to inspect 12,980 units. However, with the implementation of this activity, only 9,086 units had to be inspected in FY 2013. This represents a 33% reduction in the number of units inspected from the baseline.

Properties that fail two consecutive inspections and come into compliance on the third inspection are scheduled for semi-annual inspections for one year. Thus, while this activity is reducing the number of inspections on properties that are in compliance, it is also increasing the number of inspections on properties that chronically fail to meet HQS. In FY 2013, under the traditional model, OHA would have had to conduct 12,980 inspections. However, with the implementation of this activity, only 10,277 inspections were conducted. This represents a 21% reduction in the number of inspections conducted, compared to the baseline.

The cost to perform the HQS inspections is based on a rate of \$30.80 per inspection. Since the cost is tied to the number of inspections, OHA achieved a corresponding 21% reduction in the cost to perform inspections compared to the baseline.

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

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

*Anticipated Impacts:* Create new and replacement affordable housing thereby increasing the housing choices for low-income households.

*Statutory Objective:* Increase housing choices

*Measurement & Outcomes:*

Activity #08-01 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of non-traditional affordable housing units in predevelopment, constructed, or rehabilitated	0 units	<b>73</b> non-traditional units placed in service  <b>100</b> non-traditional units under construction  <b>150</b> non-traditional units in predevelopment	<b>62</b> non-traditional units placed in service  <b>57</b> non-traditional units under construction  <b>34</b> non-traditional units in predevelopment  <b>60</b> non-traditional units rehabilitated	<b>No</b> – The benchmarks were based on the total number of units, not just the non-traditional units.

**Table 14**  
**Breakdown of Unit Types of Affordable Housing Development Activities**

	<b>FY 2013 Outcomes Non-traditional Units</b>	<b>FY 2013 Outcomes Traditional Units</b>	<b>Total Units</b>	<b>Public Housing</b>	<b>Project- Based Vouchers</b>	<b>Tax Credit Only</b>	<b>Sec. 236 PRAC</b>
<b>PLACED IN SERVICE</b>							
Harrison Street Senior Housing	<u>62</u>	<u>11</u>	<u>73</u>	<u>0</u>	<u>11</u>	<u>0</u>	<u>0</u>
<i>Total Placed in Service</i>	62	11	73	0	11	0	0
<b>PREDEVELOPMENT</b>							
460 Grand Ave.	34	34	68	0	34	0	0
1110 Jackson St.	<u>0</u>	<u>0</u>	<u>98</u>	<u>0</u>	<u>TBD</u>	<u>TBD</u>	<u>0</u>
<i>Total Predevelopment</i>	34	34	166	0	34	0	0
<b>UNDER CONSTRUCTION</b>							
Cathedral Gardens	57	43	100	0	43	57	0
Lakeside Senior Apts.	0	91	92	0	91	0	0
Lion Creek Crossings V	<u>0</u>	<u>127</u>	<u>128</u>	<u>0</u>	<u>127</u>	<u>0</u>	<u>0</u>
<i>Total Under Construction</i>	57	261	320	0	261	57	0
<b>REHABILITATION</b>							
The Savoy	0	46	101	0	101	0	0
Keller Plaza	60	0	201	0	0	44	157
OAHPI	<u>0</u>	<u>218</u>	<u>1,554</u>	<u>0</u>	<u>1,554</u>	<u>0</u>	<u>0</u>
<i>Total Rehabilitation</i>	60	264	1,856	0	1,655	44	157
<b>COMBINED TOTAL</b>	<b>213</b>	<b>570</b>	<b>2,415</b>	<b>0</b>	<b>1,961</b>	<b>101</b>	<b>157</b>

OHA continues to use the Single Fund Flexibility allowed under MTW to provide funding and leverage funds for affordable housing development. Table 14 above shows a breakdown of the types of units described under this activity and the outcomes for FY 2013. Non-traditional units are units that are not public housing units or project-based voucher units (Section 8 and 9). Traditional units include public housing and project-based voucher units.

There were 73 units placed in service this year. Of the 73 units, a total of 11 units were awarded PBV assistance. Sixty-two (62) of the units placed in service were non-traditional units.

There are currently 34 non-traditional affordable units in predevelopment out of a total of 166 units to be developed. One of the projects, 1110 Jackson Street, is at the very beginning of predevelopment and has not yet been awarded any PBV units.

There are three “new construction” affordable housing developments that are under construction. These developments will result in 320 new units, with 57 of those units considered non-traditional. Cathedral Gardens is expected to be placed in service in 2014.

There are two affordable developments in the process of being rehabilitated. At The Savoy, a total of 46 units were rehabilitated and occupied in 2013. These are all traditional units as they are project-based voucher units. The second rehabilitation project under construction in 2013

was Keller Plaza Apartments. In 2013, a total of 60 non-traditional units were completed. These units will increase the number of affordable housing units available in Oakland for low-income families.

OHA also utilizes the Single Fund Flexibility to rehabilitate units in scattered site properties that OHA leases to the Oakland Affordable Housing Preservation Initiative (OAHPI). These units were converted from public housing to project-based voucher units as part of an approved disposition. Repairs and rehabilitation are needed at many of these sites due to the deterioration resulting from years of underfunding in the Capital Fund program. Utilizing this activity, OHA was able to perform rehabilitation activities at 218 units in the scattered site portfolio; see Appendix C for a detail of the types of repairs and costs. This activity has allowed these units to remain viable as an affordable housing option for low-income families in Oakland.

#### **MTW Activity #07-01: Triennial Income Recertification**

*Description of MTW Activity:* Conduct income reexaminations every three years for elderly and disabled households on fixed incomes in the Public Housing and Section 8 programs. In the interim years, an automatic adjustment is applied to the households' housing payment equal to the cost of living adjustment (COLA) made to the households' related income subsidy program.

*Hardship Exception (Rent Reform activity):* Households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease.

*Anticipated Impacts:* Reduce the administrative time and costs associated with conducting reexaminations for households on fixed incomes.

*Statutory Objective:* Reduce costs and achieve greater cost effectiveness

*Measurement & Outcomes:*

#### Section 8

<b>Activity #07-01 Outcomes: Section 8 Program</b>				
<b>Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>	<b>Achieved Benchmark?</b>
Number of full rent review reexaminations performed	<b>2,564</b> rent reviews (all eligible households for FY 2013)	<b>1,795</b> full rent reviews conducted (30% reduction)	<b>832</b> full rent reviews conducted	<b>Yes – 67% reduction</b> in the amount of full rent reviews conducted.
Staff time to perform all rent review reexaminations	<b>2,564</b> hours based on 2,564 eligible households	<b>1,795</b> hours (30% reduction)	<b>1,404</b> hours	<b>Yes – 55% reduction</b> in the amount of time to complete all rent review reexaminations.
Labor cost to perform all rent review reexaminations	<b>\$107,175</b> based on 2,564 eligible households	<b>\$75,023</b> (30% reduction)	<b>\$55,141</b>	<b>Yes – 51% reduction</b> in costs to complete rent review on all households.

Implementation of this policy began for the March, 2010 annual recertifications. When this activity was first implemented, there were 3,092 households identified as eligible based on their status as elderly and/or disabled and on a fixed income. In FY 2013, the number of eligible households was 2,564. This number changes yearly as a result of families increasing their income and becoming ineligible for this activity, as well as a number of single member household decreasing. The baselines and benchmarks were revised to reflect these changes.

Eligible households were divided into three groups of roughly equal size. Every year, one group receives a full rent review while the other two groups have their rent payment updated based on the annual cost of living increase or decrease related to their income subsidy program (a COLA review). The full rent reviews are conducted by Housing Assistance Representatives, while the updates based on COLAs are handled by the Eligibility Technicians. This cycle rotates annually so that every group participates in a full rent review every three years; see Table 15.

<b>Table 15</b>		
<b>Section 8 Program Triennial Review Schedule</b>		
<b>Household Group</b>	<b>Full Rent Review Year</b>	<b>Full Rent Review Year</b>
Group A	2010	2013
Group B	2011	2014
Group C	2012	2015

In FY 2013, staff conducted 832 full rent reviews and 1,732 COLA reviews. This resulted in a 67% reduction in the number of full rent reviews that were conducted. The average time to complete a full rent review was based on management estimates. The full rent review includes the time taken to prepare the packet, follow up with residents, and perform data entry. Hourly rate calculations were based on an average of the salary and benefits for the positions described. This activity resulted in a 55% and 51% reduction in the amount of staff time and staff costs respectively. See Table 16 for a breakdown of the number of reviews, staff time, and staff costs associated with this activity.

<b>Table 16</b>			
<b>Section 8 Triennial Review Breakdown for FY 2013</b>			
	<b>Full Rent Reviews</b>	<b>COLA Reviews</b>	<b>Total</b>
<b>Total Number of Reviews</b>	<b>832</b>	<b>1,732</b>	<b>2,564</b>
Hours per Review	1	0.33	
<b>Total Staff Hours for Reviews</b>	<b>832</b>	<b>572</b>	<b>1,404</b>
Staff Cost per Review	\$41.80	\$35.60	
<b>Total Staff Costs for Reviews</b>	<b>\$34,777.60</b>	<b>\$20,363.20</b>	<b>\$55,140.80</b>

Since this is a rent reform initiative, a hardship policy has been established that states that households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease. In FY 2013, no families requested a full rent review as a result of implementing the triennial reexamination schedule.

## Public Housing

Activity #07-01 Outcomes: Public Housing Program				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of full rent review reexaminations performed	147 full rent reviews (all eligible households for FY 2013)	59 full rent reviews conducted (60% reduction)	35 full rent reviews conducted	Yes – 76% reduction in the amount of reexaminations conducted.
Staff time to perform all rent review reexaminations	441 hours based on 147 eligible households	220 hours (50% reduction)	157 hours	Yes – 64% reduction in the amount of time to complete reexaminations.
Labor cost to perform all rent review reexaminations	\$11,025 based on 147 eligible households	\$5,513 (50% reduction)	\$3,925	Yes – 64% reduction in costs to complete rent review on all households.

The triennial recertification process was implemented in May of 2009 for two public housing properties, Oak Grove Plaza North and Oak Grove Plaza South, which are currently managed by a third party property management company. When this activity was initially implemented, 135 households were identified as eligible based on their status as elderly and/or disabled and on a fixed income. For FY 2013 the baseline and benchmark were adjusted to reflect the actual number of eligible households currently residing at the properties.

Eligible households were divided into three groups based on the floor they occupied in the building to determine the year in which they would recertify; see Table 17 below. Each year, the property management team conducts full rent reviews for one group, while the other two groups have their rent payment updated based on the annual cost of living increase or decrease related to their subsidy program (a COLA review). This cycle rotates annually so that every group participates in a full rent review every three years.

Table 17 Oak Grove Plaza North & South Triennial Review Schedule		
Household Group	Full Rent Review Year	Full Rent Review Year
Floors 1 & 2	2009	2012
Floor 3	2010	2013
Floors 4 & 5	2011	2014

In FY 2013, the benchmarks for all indicators were exceeded. The benchmarks that measure staff's time and labor cost to perform all rent review examinations were met and the results indicate that this activity has significantly reduced the amount of time and resources allocated to annual reexaminations. This activity resulted in a 76% reduction in the number of full rent reviews conducted and a 64% reduction in the amount of staff time and costs allocated to completing reexaminations. Table 18 shows the specific breakdown of the number of reviews, staff time, and staff costs associated with this activity.



**Table 18**  
**Public Housing Triennial Review Breakdown for FY 2013**

<b>Floor Reviewed</b>	<b>Full Rent Reviews</b>	<b>COLA Reviews</b>	<b>Total</b>
1st Floor	0	16	16
2nd Floor	0	37	37
3rd Floor	35	0	35
4th Floor	0	37	37
5th Floor	<u>0</u>	<u>14</u>	<u>14</u>
<b>Total Number of Reviews</b>	<b>35</b>	<b>104</b>	<b>139</b>
Hours per Review	<u>3</u>	<u>0.5</u>	
<b>Total Staff Hours for Reviews</b>	<b>105</b>	<b>52</b>	<b>157</b>
Staff Cost per Review	<u>\$25.00</u>	<u>\$25.00</u>	
<b>Total Staff Costs for Reviews</b>	<b>\$2,625.00</b>	<b>\$1,300.00</b>	<b>\$3,925.00</b>

Since this is a rent reform initiative, a hardship policy has been established that states that households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease. In FY 2013, no families requested a full rent review as a result of implementing the triennial reexamination schedule.

#### **MTW Activity #06-01: Site-based Waiting Lists**

*Description of MTW Activity:* Establish site-based waiting lists at all Public Housing sites, HOPE VI sites, and developments with PBV allocations.

*Anticipated Impacts:* Site-based waiting lists allow applicants to choose what sites or areas of the city they choose to live and reduce the number of households rejecting an apartment because it is not near the family's support systems, work and schools. Applicants may apply for multiple lists as well. Additionally, OHA has chosen to lotterize its site-based waiting lists down to a number where offers can be made within a reasonable period of time. Thus, the site-based waiting lists will be opened and closed more frequently than before, thereby increasing the frequency of access to affordable housing opportunities, reducing the long waiting periods for applicants, and reducing the need and cost of waiting list purging and maintenance.

*Statutory Objective:* Reduce costs and achieve greater cost effectiveness

*Measurement & Outcomes:*

<b>Activity #06-01 Outcomes</b>				
<b>Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcomes</b>	<b>Achieved Benchmark?</b>
Time to tenant a vacant unit	<b>19</b> hours per household	<b>11</b> hours per household	<b>11</b> hours per household	<b>Yes – 42% reduction</b> in the amount of time to tenant a vacant unit.
Cost to tenant a vacant unit	<b>\$875</b> per household	<b>\$500</b> per household	<b>\$499</b> per household	<b>Yes – 43% reduction</b> in the cost to tenant a vacant unit.



Currently all Public Housing sites, HOPE VI sites, and developments with PBV assistance, including the former public housing scattered site portfolio, have site-based waiting lists. The implementation of site-based waiting lists has resulted in a significant cost savings for OHA both in terms of the amount of staff time saved in the process of tenanting a unit, as well as an increase in the efficiency and effectiveness in leasing a unit promptly. Since the implementation of this activity, the process continues to be revised and enhanced in order to maximize the efficiencies related to site-based waiting lists.

Before the implementation of site-based waiting lists, OHA maintained a central waiting list for all public housing applicants. When a unit became available, an applicant would first go through eligibility determination. Once the applicant was identified as eligible for the program, they would be shown the available unit, which could be at any of the public housing properties. If the applicant turned down the first unit shown, which happened often, then the applicant would go back to eligibility and wait for another unit. If there was another unit vacant, the applicant would be shown a second unit. If the applicant accepted the unit, then they would begin the leasing process. Assuming that this household leased the second unit offered; the staff time involved in tenanting that unit totaled approximately 19 hours costing OHA approximately \$873 per household.

When people apply for the waiting list, they have the option to apply directly for the properties where they choose to reside. Applicants are allowed to apply for multiple site-based waiting lists based on their personal preferences throughout Oakland. This alone represents a significant increase in the household's ability to exercise housing choice because they are in a position to determine in which area or property they will live, rather than having to take only what is offered. When a unit becomes available at a property, the applicant is brought in to look at the unit. If they accept the unit, they then go through the eligibility process to determine appropriateness for the program. Once eligibility has been determined, the household can complete the lease. This process now takes an estimated 11 hours of staff time to complete, a cost of approximately \$499 per household. This represents a 42 percent (42%) reduction in the amount of staff time spent on this activity and a 43 percent (43%) reduction in costs.

<b>MTW Activity #06-02: Allocation of PBV Units: Without a Competitive Process</b>
--

*Description of MTW Activity:* Allocate PBV units to developments owned directly or indirectly by OHA (e.g. through a partnership affiliated with OHA) without using a competitive process.

*Anticipated Impacts:* Reduce the administrative time and development costs associated with issuing a Request for Proposals (RFP) when OHA has a qualifying development. Increase housing choices by creating new or replacement affordable housing opportunities.

*Statutory Objectives:* Reduce costs and achieve greater cost effectiveness, Increase housing choices.

Measurement & Outcomes:

Activity #06-02 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Cost to develop and issue a Request for Proposal (RFP)	<b>\$7,500</b> cost to develop and issue one RFP for a competitive process	<b>\$0</b> cost to develop and issue an RFP without a competitive process	<b>N/A</b>	<b>N/A</b>
Cost to respond to a RFP	<b>\$4,000</b> cost to respond to one RFP in a competitive process	<b>\$0</b> cost to respond to RFP without a competitive process	<b>N/A</b>	<b>N/A</b>
Number of PBV units allocated for the creation and/or preservation of affordable housing	<b>0</b> units	<b>176</b> PBV units	<b>N/A</b>	<b>N/A</b>

Due to sequestration cuts and the uncertainty of long term funding availability, no new projects were approved under this activity in FY 2013. Since implementation, this activity has contributed to the creation and/or preservation of 2,163 affordable PBV assisted units throughout Oakland described below in Table 19.

Table 19 Number of PBV Units Awarded without a Competitive Process	
Site Name	Number of PBV Units Awarded
<b>FY 2006 - FY 2012</b>	
Tassafaronga Village Phase 1	80
Tassafaronga Village Phase 2	19
Harrison Street Senior Apartments	11
Lion Creek Crossings Phase 2	18
Lion Creek Crossings Phase 3	16
Lion Creek Crossings Phase 4	10
Jefferson Oaks	101
OHA Scattered Sites	1,554
Foothill Family Partners	11
460 Grand	34
Cathedral Gardens	43
11th and Jackson	48
Lakeside Senior Apartments	32
Lion Creek Crossings Phase 5	127
Lakeside Senior Apartments	<u>59</u>
<i>Cumulative Total</i>	<i>2,163</i>
<b>FY 2013</b>	<b>0</b>
<b>Total PBV Units Awarded</b>	<b>2,163</b>

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

*Description of MTW Activity:* Allocate PBV units to qualifying developments using the City of Oakland's Notice of Funding Availability, Request for Proposals or other existing competitive process.

*Anticipated Impacts:* Reduce the administrative time and development costs associated with issuing a RFP. Increase housing choices by creating new or replacement affordable housing opportunities.

*Statutory Objectives:* Reduce costs and achieve greater cost effectiveness, increase housing choices

*Measurement & Outcomes:*

Activity #06-03 Outcomes				
Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Cost to develop and issue a Request for Proposal (RFP)	<b>\$7,500</b> cost to develop and issue one RFP for a competitive process	<b>\$0</b> cost to utilize an existing competitive process	<b>\$0</b>	<b>Yes</b> – OHA saved an estimated <b>\$7,500</b> by utilizing an existing competitive process for the project awarded.
Number of PBV units allocated for the creation and/or preservation of affordable housing	<b>0</b> units	<b>150</b> PBV units	<b>25</b> PBV units	<b>No</b> – Due to the lack of funding available from the City, only one project was awarded PBV units this fiscal year.

#### *Reducing Costs and Achieving Greater Cost Effectiveness*

This activity relates to MTW Activity #06-02 producing similar outcome measures. Prior to implementation of this activity, OHA would be required to develop its own competitive offering and project selection process to award PBV funding, in accordance with 24 CFR 983.51. Projects identified as City of Oakland priorities would have to individually apply and be concurrently selected for both city funding and an OHA PBV award in separate RFP processes if both funding sources were needed.

In FY 2013, OHA saved an estimated \$7,500 by utilizing the City's competitive funding process. This policy not only reduces costs for OHA, but also makes OHA a more attractive partner to developers due to the cost savings and project timeliness achieved. The implementation of this activity allowed applicant projects to compete for both City of Oakland development resources and PBV funding in one competitive process. If projects were required to separately compete for these two funding sources, there would be no assurance that projects selected for City funding, would also be concurrently selected for a PBV award during the same funding year. This could result in significant project construction delays or in a worst case scenario, a project could be entirely withdrawn or abandoned by the developer because of the inability to secure necessary funding from other sources. Combining the PBV competitive process with the City NOFA is efficient and significantly improves delivery of resources to projects that meet local housing priorities.

## Increasing Housing Choice

In FY 2013, due to significant cuts to Oakland's redevelopment funding, only one project requesting 25 PBV units was selected for funding utilizing the City of Oakland's annual competition for development, preservation or rehabilitation of affordable rental housing funding. OHA does not have an identity of interest in this development. OHA has utilized this competition to award PBVs since the 2005-06 funding round. The projects selected for each funding year are described in Table 20. This activity has contributed to creation and/or preservation of 895 affordable PBV assisted units since its initial implementation.

Table 20 Number of PBV Units Awarded Using an Existing Competitive Process								
Site Name	City of Oakland Funding Round:							
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Fox Courts	20							
Altenheim Senior Housing Phase I	23							
Madison Apartments	19							
Seven Directions	18							
Orchards on Foothill	64							
Jack London Gateway - Phase II	60							
Foothill Plaza	W/D							
14 <sup>th</sup> St Apartments at Central Station		20						
Altenheim Senior Housing Phase II		40						
St. Joseph's Senior Apartments		83						
Fairmount Apartments			16					
720 East 11 <sup>th</sup> Street			16					
6th and Oak Apts (formally Willow Pl)				50				
Effie's House (Ongoing)				10				
Slim Jenkins Court				11				
Drachma Housing				14				
Marin Way Apartments				W/D				
Oak Point Limited					15			
James Lee Court					12			
Drasnin Manor					25			
St Joseph's Family Apts					15			
MacArthur Apartments					14			
MacArthur Transit Village Apts						22		
California Hotel						135		
Marcus Garvey Commons						10		
Kenneth Henry Court						13		
Madison Park Apartments						96		
Hugh Taylor House						35		
94th & International							14	
Martin Luther King Jr. Way								25
<b>Total PBV Units Awarded</b>	<b>204</b>	<b>143</b>	<b>32</b>	<b>85</b>	<b>81</b>	<b>311</b>	<b>14</b>	<b>25</b>

W/D - Withdrawn: project selected for funding under this activity, but the commitment expired, was unused, or the project became ineligible.

## Section VII. Sources and Uses of Funding

This section describes the sources and uses of funding included in the consolidated MTW and Special Purpose (Non-MTW) Program Budgets. Actual funding for FY 2013 is compared with budget projections for FY 2013 made at the beginning of the fiscal year.

### A. List of Planned Versus Actual Sources and Uses of MTW Funds

<b>Table 21</b> <b>FY 2013 Sources and Uses of MTW Funds</b>			
	<b>MTW Consolidated</b>	<b>FY 2013 Actual</b>	<b>Variance</b>
<b>Sources</b>			
Rental Income	4,110,000	3,886,844	(223,156)
Subsidy Earned	192,300,000	203,723,016	11,423,016
HUD Grants (CFP)	2,782,575	1,732,424	(1,050,151)
HUD Grants (RHF)	3,611,056	5,421,080	1,810,024
Investment Income	200,000	230,201	30,201
Other Revenue	784,000	5,830,915	5,046,915
<b>Total Sources</b>	<b>203,787,631</b>	<b>\$220,824,480</b>	<b>\$17,036,849</b>
<b>Uses</b>			
Administrative	15,403,000	29,320,578	13,917,578
Tenant Services	2,500,000	2,229,308	(270,692)
Utilities	1,300,000	1,262,883	(37,117)
Maintenance	2,026,000	3,226,543	1,200,543
Protective Services	2,829,500	4,127,867	1,298,367
General	963,052	3,750,231	2,787,179
Housing Assistance Payments	163,522,500	144,324,338	(19,198,162)
Capital Expenditures	22,386,351	13,004,844	(9,381,507)
Indirect Cost Allocations	5,284,852	5,460,714	175,862
<b>Total Uses</b>	<b>216,215,255</b>	<b>\$206,707,306</b>	<b>(\$9,507,949)</b>
<b>Revenue Over/ (Under) Expenses</b>	<b>(\$12,427,624)</b>	<b>\$14,117,174</b>	<b>\$26,544,798</b>

## B. List of Planned Versus Actual Sources and Uses of State or Local Funds

<b>Table 22</b> <b>FY 2013 Sources and Uses of Special Purpose (Non-MTW) Funds</b>			
	<b>Non-MTW Consolidated</b>	<b>FY 2013 Actual</b>	<b>Variance</b>
<b>Sources</b>			
Rental Income	5,000	23,976,550	23,971,550
Subsidy Earned	366,432,000	412,175,437	45,743,437
HUD Grants (CFP)	69,000	92,445	23,445
Investment Income	105,000	182,119	77,119
Other Revenue	251,000	6,067,410	5,816,410
<b>Total Sources</b>	<b>366,862,000</b>	<b>\$442,493,961</b>	<b>\$75,631,961</b>
<b>Uses</b>			
Administrative	1,137,100	1,390,799	253,699
Tenant Services	0	157,608	157,608
Utilities	0	1,566,674	1,566,674
Maintenance	0	14,636,029	14,636,029
Protective Services	0	912,404	912,404
General	10,725,000	10,869,019	144,019
Housing Assistance Payments	352,800,000	399,730,248	46,930,248
Capital Expenditures	0	8,517,603	8,517,603
Indirect Cost Allocation	491,000	8,055,597	7,564,597
<b>Total Uses</b>	<b>365,153,100</b>	<b>\$445,835,981</b>	<b>\$80,682,881</b>
<b>Revenue Over/ (Under) Expenses</b>	<b>\$1,708,900</b>	<b>(\$3,342,020)</b>	<b>(\$5,050,920)</b>

### C. Planned Versus Actual Sources and Uses of the COCC

<b>Table 23</b> <b>Planned Sources &amp; Uses of the COCC</b>			
<b>SOURCES</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Actual</b>	<b>Variance</b>
Administration	8,216,150	10,011,919	1,795,769
Maintenance	127,600	81,980	(45,620)
Utilities	46,000	43,530	(2,470)
General	<u>248,000</u>	<u>317,585</u>	<u>69,585</u>
<b>Total Sources</b>	<b>8,637,750</b>	<b>10,455,014</b>	<b>1,817,264</b>
<b>USES</b>			
Salaries	4,408,000	4,120,741	(287,259)
Benefits	2,717,000	4,297,973	1,580,973
Office Expenses	1,137,150	1,593,205	456,055
Maintenance & Contract Costs	127,600	81,980	(45,620)
General Expenses	<u>248,000</u>	<u>361,115</u>	<u>113,115</u>
<b>Total Uses</b>	<b>8,637,750</b>	<b>10,455,014</b>	<b>1,817,264</b>
<b>Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

### D. Describe Actual Deviations from the Cost Allocation or Fee-for-Service Approach in the 1937 Act Requirements That Were Made During the Plan Year

OHA utilizes a Cost Allocation Approach.

- OHA developed Asset Management Projects (AMP) as part of a requirement for preparing the Operating Budget.
- OHA has prepared budget for each of the AMPs in addition to a COCC budget. Included in the COCC budgets are the Executive Office, Human Resources, Information Technology, Finance, Contract Compliance and General Services, Property Operations, Program Administration, and the Administration Building.
- OHA has a cost allocation method which allows the COCC costs to be allocated on a monthly basis to the appropriate programs, entities or departments including, for example, all of the AMPs, Section 8, and Central Maintenance.
- All COCC expenses are reconcilable to the Financial Data Schedule line.

### E. List Planned Versus Actual Use of Single Fund Flexibility

Single Fund Budget Flexibility was used to meet many of the OHA's goals under the MTW Program. The sources included in the MTW Single Fund Budget are summarized in Table 21. The primary MTW activities that require Single Fund Budget authority are summarized below by their respective MTW activity number.

Ongoing Activities that utilize Single Fund Budget Flexibility:

- 08-01 Fund Affordable Housing Development Activities
- 09-02 Short-term Subsidy Program
- 10-06 Local Housing Assistance Programs

In addition, there are three MTW Activities that only utilize the Single-Fund budget flexibility. These activities include the following:

- Fund Operations
  - Block granting flexibility has allowed OHA to use funds based on local needs and identified strategies including Family & Community Partnerships and Police Services programs and activities.
- Fund Deferred Maintenance and Capital Improvements
  - Block granting flexibility has allowed OHA to address decades of deferred maintenance at sites due to substantial decades long under-funding of assisted housing programs, particularly the public housing program Operating Subsidy and Capital Funds.
- Use of Replacement Housing Factor (RHF) Funds to Develop Non-Public Housing Units
  - OHA has amended its MTW Agreement to include an addition to Attachment D which allows OHA to accumulate RHF funding for up to ten years and use the funding to develop non-public housing affordable units (i.e. project-based voucher assisted units). See Appendix D for more information about OHA's RHF Plan.

**F. List Planned Versus Actual Reserve Balances at the End of the Plan Year (Optional)**

OHA elects not to include this optional information.

**G. Planned Versus Actual Sources and Uses by AMP (Optional)**

OHA elects not to include this optional information.



## Section VIII. Administrative

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### A. Description of Progress on the Correction or Elimination of Observed Deficiencies Cited in Monitoring Visits, Physical Inspections, or Other Oversight and Monitoring Mechanisms

#### 1. Public Housing Program

##### Work Orders

*Emergency Work Orders:* During FY 2013, a total of 204 emergency work orders were received. All but three of the work orders were abated or resolved within 24 hours. This data does not include the mixed-finance portfolio.

*Non-Emergency Work Orders:* OHA received and processed a total of 7,424 non-emergency work orders in FY 2013. The average completion time for a routine work order was 17 days.

##### REAC Score Improvement

As a result of the MTW program Single Fund Budget methodology, OHA has been allowed to address years of building and unit deterioration caused by the decades of underfunding in the public housing Operating and Capital Fund. This flexibility has provided OHA with the opportunity to dramatically improve the health and quality of life for our residents and neighbors in many ways, including addressing deferred maintenance issues, thus minimizing deficiencies and improving REAC scores. Our public housing REAC scores continue to increase and properties are able to be maintained in a consistent manner. Table 24 reflects the 2013 REAC scores achieved by properties in the OHA portfolio.

Table 24 2013 REAC Scores by Property		
AMP	Property	Score
101	Harrison Towers	96
102	Adel Court	99
103	Campbell Village	92
104	Lockwood Gardens	88
105	Oak Grove Plaza North	94
106	Oak Grove Plaza South	93
107	Palo Vista Gardens	96
108	Peralta Village	92
115	Linden Court	93
117	Mandela Gateway	89*
118	Chestnut Court	94
119	Lion Creek Crossings I & II	85
120	Foothill Family	90
123	Lion Creek Crossing III	90
124	Lion Creek Crossing IV	97

*\* Mandela Gateway was inspected on August 20, 2013, but no REAC score has been posted.*

## **2. Section 8 Program**

The Office of the Inspector General (OIG) conducted a six month review of OHA, including our Housing Quality Inspection services in 2012. A final report (2012-LA-1009) was issued on August 3, 2012. The OIG found most allegations against the Oakland Housing Authority were not valid. However, the OIG identified eight of 19 units that were in material noncompliance. As a result, the Authority had paid \$28,508 in Section 8 program funds to owners of housing units that were not decent, safe and of standard quality. All corrective actions identified in the audit were taken, and the audit was closed on by HUD on March 29, 2013.

## **3. Labor Standards Review**

The U.S. Department of Housing and Urban Development conducted an onsite Labor Standards Monitoring Review of the Authority on August 15, 2013, a report is still pending; although the reviewer has noted in an e-mail to the San Francisco Director of Public Housing: *"I would like to take this opportunity to present some outstanding efforts the Oakland Housing Authority has completed. During my onsite visit on August 15, 2013, I was impressed by their outstanding outreach efforts. Based on the information presented, the Oakland Housing Authority has promoted economic self-sufficiency by looking for ways to leverage and maximize their expansion of affordable housing."*

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

At this time, OHA is not using outside evaluators to measure the MTW activities, but has begun discussions with the University of California, Berkeley for some evaluation and assessment studies related to some of the demonstration activities. OHA anticipates working with outside evaluators in FY 2015 to begin a longitudinal study that will measure the impacts of the MTW activities to one year past the expiration of the current MTW Agreement.

## **C. Performance and Evaluation Report for Capital Fund Activities not Included In the MTW Block Grant**

See Appendix C.

## **D. Certification from the Board of Commissioners**

See Appendix B.

## **Appendices**

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Appendix A. Board Resolution

Appendix B. Certification of Compliance with MTW Statutory Requirements

Appendix C. Report of Capital Fund Activities

Appendix D. Waiting List Demographics Tables

Appendix E. Glossary of Acronyms

## **APPENDIX A**

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### **Board Resolution**

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

On Motion of Commissioner:

Seconded by Commissioner:

And approved by the following vote:

AYES:

NAYS:

ABSTAIN:

EXCUSED:

ABSENT:

**THE FOLLOWING RESOLUTION WAS ADOPTED:**

**NUMBER:**

**RESOLUTION APPROVING THE FISCAL YEAR 2013  
MOVING TO WORK ANNUAL REPORT  
AND CERTIFICATIONS OF COMPLIANCE**

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

WHEREAS, the Oakland Housing Authority adopted the Fiscal Year (FY) 2013 MTW Annual Plan on April 9, 2012; and

WHEREAS, the FY 2013 MTW Annual Report provides HUD, OHA residents and community stakeholders with the information necessary to compare OHA's performance over the last year to the agenda OHA set for itself at the beginning of the fiscal year in its FY 2013 Annual Plan; and

WHEREAS, the Board of Commissioners must approve the FY 2013 MTW Report prior to submission to HUD; and

WHEREAS, the Certification of Compliance with the MTW Statutory Requirements must be included with the MTW Annual Report; and

WHEREAS, the Certification states that the Oakland Housing Authority has met the three statutory requirements of 1) assuring that at least 75 percent of the families

assisted by the Agency are very low-income families; 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; and

WHEREAS, the FY 2013 MTW Annual Report is in compliance with all HUD regulations and requirements;

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

THAT, the Board of Commissioners approves the Oakland Housing Authority FY 2013 MTW Annual Report; and

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

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2013 MTW Annual Report and Certification of Compliance to the U.S. Department of Housing and Urban Development and to take all actions necessary to implement the foregoing resolution.

*I certify that the foregoing resolution is a full, true and  
correct copy of a resolution passed by the  
Commissioners of the Housing Authority  
of the City of Oakland, California on September 23, 2013.*

  
\_\_\_\_\_  
Eric Johnson, Secretary/Executive Director

**ADOPTED: September 23, 2013**

**RESOLUTION NO. 4543**

## **APPENDIX B**

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### **Certification of Compliance with MTW Statutory Requirements**

## Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority Board of Commissioners approves the submission of the Fiscal Year 2013 MTW Annual Report. The Oakland Housing Authority Board of Commissioners certifies that the Oakland Housing Authority has met the three statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Authority are very low-income families; 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 2013 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

Oakland Housing Authority:

  
\_\_\_\_\_  
Gregory D. Hartwig  
Chair, Board of Commissioners

9/23/13  
\_\_\_\_\_  
Date



## **APPENDIX C**

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### **Report of Capital Fund Activities**

Table 25 Funding Spent in FY 2013 on Capital and Large Maintenance Projects						
Public Housing	AMP #	Site Address or Development Name	Date of NEPA Review	Description of Work	# of Units	Amount Spent in FY 2013
X	104	Lockwood Gardens	N/A	Roof repairs	371	\$985
X	105	Oak Grove Plaza North	N/A	Emergency Elevator repairs	77	\$91,802
	109	3 properties	N/A	Roof repairs	11	\$2,825
	109	2425 94th Avenue	2/7/2011	Abatement and disposal of hazardous building materials	6	\$62,542
	109	1639 84th Avenue	2/7/2011	Site improvement	4	\$79,769
	111	2440 E. 21st Street #5	N/A	Complete unit rehabilitation	1	\$34,800
	111	2218 24th Avenue	2/7/2011	Exterior painting	3	\$23,000
	111	2558 35th Avenue	N/A	Complete building/site renovation	12	\$282,293
	111	3320-3325 Arkansas Street	N/A	Roof replacement	16	\$71,274
	111	3295 Lynde Street	N/A	Roof repairs	7	\$1,800
	112	1737 E. 15th Street	N/A	Complete building/site renovation	6	\$98,454
	112	4 properties	N/A	Roof repairs	20	\$5,470
	113	3901 Webster Street	N/A	Roof replacement	14	\$53,908
	113	950 40th Street	2/7/2011	Exterior siding repair and painting	27	\$82,650
	113	2 properties	N/A	Roof repairs	10	\$850
	114	357-361-365 49th Street 5120 Shafter Street 5914 Colby Street 5825 Canning Street	N/A	Siding repair, electrical repairs, landscaping, and exterior painting	38	\$375,630
	114	7 properties	N/A	Roof repairs	43	\$15,255
<b>Total CFP Funds</b>						<b>\$ 1,283,307</b>

\*\*N/A indicates that the project was categorically exempt from a National Environmental Protection Agency (NEPA) review.

## **APPENDIX D**

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### **Waiting Lists Demographics Tables**

## Household Size of Waiting List Applicants

Public Housing					
Household Size	FYE 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
1 person	672	41.9%	1,543	48.0%	6.2%
2 people	473	29.5%	1,132	35.2%	5.8%
3 people	125	7.8%	177	5.5%	-2.3%
4 people	196	12.2%	210	6.5%	-5.7%
5 people	98	6.1%	103	3.2%	-2.9%
6+ people	41	2.6%	47	1.5%	-1.1%
Total	1,605	100.0%	3,212	100.0%	

Section 8					
Household Size	FYE 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
1 person	8,576	42.9%	13,345	48.7%	5.8%
2 people	6,032	30.2%	7,043	25.7%	-4.5%
3 people	2,905	14.5%	3,522	12.8%	-1.7%
4 people	1,230	6.2%	1,963	7.2%	1.0%
5 people	440	2.2%	619	2.3%	0.1%
6+ people	810	4.1%	921	3.4%	-0.7%
Total	19,993	100.0%	27,413	100.0%	

Combined PH, PBV, Tax Credit					
Household Size	FYE 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
1 person	36	5.9%	74	5.3%	-0.5%
2 people	109	17.8%	560	40.4%	22.7%
3 people	102	16.6%	397	28.6%	12.0%
4 people	236	38.4%	217	15.7%	-22.8%
5 people	82	13.4%	77	5.6%	-7.8%
6+ people	49	8.0%	61	4.4%	-3.6%
Total	614	100.0%	1,386	100.0%	

All Programs					
Household Size	FYE 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
1 person	9,284	41.8%	14,962	46.7%	4.9%
2 people	6,614	29.8%	8,735	27.3%	-2.5%
3 people	3,132	14.1%	4,096	12.8%	-1.3%
4 people	1,662	7.5%	2,390	7.5%	0.0%
5 people	620	2.8%	799	2.5%	-0.3%
6+ people	900	4.1%	1,029	3.2%	-0.8%
Total	22,212	100.0%	32,011	100.0%	

## Family Type of Waiting List Applicants

Public Housing					
Family Type	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
Elderly	373	35.0%	2,147	66.8%	31.8%
Disabled	49	4.6%	113	3.5%	-1.1%
Family	<u>645</u>	<u>60.4%</u>	<u>955</u>	<u>29.7%</u>	-30.7%
Total	1,067	100.0%	3,215	100.0%	

Section 8					
Family Type	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
Elderly	2,629	13.0%	4,648	17.9%	5.0%
Disabled	2,871	14.2%	2,689	10.4%	-3.8%
Family	<u>14,777</u>	<u>72.9%</u>	<u>18,593</u>	<u>71.7%</u>	-1.2%
Total	20,277	100.0%	25,930	100.0%	

Combined PH, PBV, Tax Credit					
Family Type	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
Elderly	41	6.7%	209	15.1%	8.4%
Disabled	42	6.8%	59	4.3%	-2.6%
Family	<u>531</u>	<u>86.5%</u>	<u>1,118</u>	<u>80.7%</u>	-5.8%
Total	614	100.0%	1,386	100.0%	

All Programs					
Family Type	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
Elderly	3,043	13.9%	7,004	22.9%	9.1%
Disabled	2,962	13.5%	2,861	9.4%	-4.1%
Family	<u>15,953</u>	<u>72.7%</u>	<u>20,666</u>	<u>67.7%</u>	-5.0%
Total	21,958	100.0%	30,531	100.0%	

## Income Group of Waiting List Applicants

Public Housing					
Income Group	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
0% - 30% AMI	1,392	86.7%	3,002	93.5%	6.7%
31% - 50% AMI	159	9.9%	174	5.4%	-4.5%
51% - 80% AMI	50	3.1%	31	1.0%	-2.2%
Over 80% AMI	<u>4</u>	<u>0.2%</u>	<u>5</u>	<u>0.2%</u>	-0.1%
Total	1,605	100.0%	3,212	100.0%	

Section 8					
Income Group	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
0% - 30% AMI	16,733	83.7%	22,179	80.9%	-2.8%
31% - 50% AMI	2,600	13.0%	4,271	15.6%	2.6%
51% - 80% AMI	475	2.4%	744	2.7%	0.3%
Over 80% AMI	<u>185</u>	<u>0.9%</u>	<u>219</u>	<u>0.8%</u>	-0.1%
Total	19,993	100.0%	27,413	100.0%	

Combined PH, PBV, Tax Credit					
Income Group	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
0% - 30% AMI	514	83.7%	1,186	85.6%	1.9%
31% - 50% AMI	87	14.2%	187	13.5%	-0.7%
51% - 80% AMI	13	2.1%	12	0.9%	-1.3%
Over 80% AMI	<u>0</u>	<u>0.0%</u>	<u>1</u>	<u>0.1%</u>	0.1%
Total	614	100.0%	1,386	100.0%	

All Programs					
Income Group	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
0% - 30% AMI	18,639	83.9%	26,367	82.4%	-1.5%
31% - 50% AMI	2,846	12.8%	4,632	14.5%	1.7%
51% - 80% AMI	538	2.4%	787	2.5%	0.0%
Over 80% AMI	<u>189</u>	<u>0.9%</u>	<u>225</u>	<u>0.7%</u>	-0.1%
Total	22,212	100.0%	32,011	100.0%	0.0%

## Race and Ethnicity of Waiting List Applicants

Public Housing					
Race & Ethnicity	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
<b>Race</b>					
White	120	10.7%	201	6.8%	-3.9%
Black/African American	636	56.7%	978	33.1%	-23.6%
American Indian/ Alaskan Native	86	7.7%	22	0.7%	-6.9%
Asian	264	23.6%	1,721	58.3%	34.7%
Native Hawaiian/ Other Pacific Islander	13	1.2%	13	0.4%	-0.7%
More than 1 race and/or Other	<u>2</u>	<u>0.2%</u>	<u>17</u>	<u>0.6%</u>	0.4%
Total	1,121	100.0%	2,952	100.0%	
<b>Ethnicity</b>					
Hispanic	89	10.3%	105	3.9%	-6.3%
Non-Hispanic	<u>778</u>	<u>89.7%</u>	<u>2,556</u>	<u>96.1%</u>	6.3%
Total	867	100.0%	2,661	100.0%	
Not Reported Race	488		284		
Not Reported Ethnicity	742		575		

Section 8					
Race & Ethnicity	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
<b>Race</b>					
White	1,692	9.3%	2,183	9.0%	-0.3%
Black/African American	12,431	68.4%	16,274	67.3%	-1.2%
American Indian/ Alaskan Native	143	0.8%	198	0.8%	0.0%
Asian	3,201	17.6%	4,570	18.9%	1.3%
Native Hawaiian/ Other Pacific Islander	181	1.0%	272	1.1%	0.1%
More than 1 race and/or Other	<u>523</u>	<u>2.9%</u>	<u>702</u>	<u>2.9%</u>	0.0%
Total	18,171	100.0%	24,199	100.0%	
<b>Ethnicity</b>					
Hispanic	1,625	9.9%	3,314	15.1%	5.2%
Non-Hispanic	<u>14,777</u>	<u>90.1%</u>	<u>18,571</u>	<u>84.9%</u>	-5.2%
Total	16,402	100.0%	21,885	100.0%	
Not Reported Race	2,152		3,104		
Not Reported Ethnicity	3,921		5,418		

## Race and Ethnicity of Waiting List Applicants

Combined PH, PBV, Tax Credit					
Race & Ethnicity	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
<b>Race</b>					
White	28	5.1%	99	9.3%	4.1%
Black/African American	433	79.3%	675	63.1%	-16.2%
American Indian/ Alaskan Native	26	4.8%	13	1.2%	-3.5%
Asian	50	9.2%	220	20.6%	11.4%
Native Hawaiian/ Other Pacific Islander	5	0.9%	11	1.0%	0.1%
More than 1 race and/or Other	4	0.7%	51	4.8%	4.0%
Total	546	100.0%	1,069	100.0%	
<b>Ethnicity</b>					
Hispanic	87	19.9%	155	18.1%	-1.8%
Non-Hispanic	351	80.1%	703	81.9%	1.8%
Total	438	100.0%	858	100.0%	
Not Reported Race	69		481		
Not Reported Ethnicity	177		692		

All Programs					
Race & Ethnicity	FY 2012	% of Total FY 2012	FYE 2013	% of Total FY 2013	% Increase/ Decrease
<b>Race</b>					
White	1,840	9.3%	2,483	8.8%	-0.5%
Black/African American	13,500	68.1%	17,927	63.5%	-4.5%
American Indian/ Alaskan Native	255	1.3%	233	0.8%	-0.5%
Asian	3,515	17.7%	6,511	23.1%	5.4%
Native Hawaiian/ Other Pacific Islander	199	1.0%	296	1.0%	0.0%
More than 1 race and/or Other	529	2.7%	770	2.7%	0.1%
Total	19,838	100.0%	28,220	100.0%	
<b>Ethnicity</b>					
Hispanic	1,801	10.2%	3,574	14.1%	3.9%
Non-Hispanic	15,906	89.8%	21,830	85.9%	-3.9%
Total	17,707	100.0%	25,404	100.0%	
Not Reported Race	2,709		3,869		
Not Reported Ethnicity	4,840		6,685		



## **APPENDIX E**

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### **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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**OHA** – Oakland Housing Authority.

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

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

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

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

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

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

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

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