



STEPPING BEYOND EXPECTATIONS



Oakland Housing
Authority

MAKING TRANSITIONS WORK

ANNUAL PLAN - FY 2017

(July 1, 2016 through June 30, 2017)

SUBMITTED APRIL 12, 2016

Oakland Housing Authority

Fiscal Year 2017 MTW Annual Plan

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Oakland Housing Authority

Fiscal Year 2017 MTW Annual Plan

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Section I. Introduction

The OAKLAND HOUSING AUTHORITY (OHA) was established in 1938 to assure the availability of quality housing for low-income persons. OHA operates federally funded and other low-income housing programs and assists over 16,000 of Oakland's lowest-income families, elderly and persons with disabilities. The mission of the OHA is:

To assure the availability of quality housing for low-income persons and to promote the civic involvement and economic self-sufficiency of residents and to further the expansion of affordable housing within Oakland.

MTW Demonstration Program

OHA was selected to participate in the Moving to Work (MTW) Demonstration program in 2001 and executed its first MTW agreement with HUD in March of 2004. Initially, OHA executed a seven-year agreement, which would have expired on June 30, 2011. However, OHA and HUD signed the Amended and Restated Moving to Work Agreement (Agreement), which extended OHA's participation in the MTW demonstration through June 30, 2018. OHA is one of 39 public housing authorities in the nation, out of approximately 3,400, participating in the MTW program.

Originally authorized under the Omnibus Consolidated Receptions and Appropriations Act of 1996, the MTW Demonstration program waives certain provisions of the Housing Act of 1937 and HUD's implementing requirements and regulations. In addition, using MTW authority, OHA may combine funding from several HUD programs into a Single Fund Budget with full flexibility. In December 2015, Congress authorized the extension of the MTW agreements of the 39 agencies to terminate in year 2028. This extension was critical for OHA to continue its localized housing programs and to implement various innovations that remove barriers to housing for over 16,000 households.

The MTW program provides a unique opportunity for housing authorities to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. The Authority may use MTW funds in the Single Fund Budget for approved eligible MTW activity including operating subsidy, capital improvements, acquisition and new construction, and resident services. In addition, OHA's agreement allows the MTW funds to be used outside of the traditional Public Housing and Section 8 programs to support local housing activities. The Oakland Housing Authority has renamed the MTW program "*Making Transitions Work*" in order to better reflect the potential of the demonstration program here in Oakland.

The United States Congress established the following three statutory goals when it approved the MTW Demonstration program:

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

Overview of the Agency's Short-Term and Long-Term Goals and Objectives

In December 2015, Oakland was listed as the fourth most expensive rental market in the country¹ with rents reaching historic levels. Two additional challenges that compound the problem of high rents are the lack of available housing as vacancy rates have steadily declined and the increased frequency with which private landlords opt to rent to non-participant households. This drastic and relatively sudden shift in the housing market prompted OHA to propose a new suite of landlord incentive activities directed at increasing the number of landlords, and ultimately housing units available to voucher participants. During Fiscal Year (FY) 2017, OHA will propose two new activities which specifically target new landlords and aim to increase retention of existing owners.

In addition to the two new activities proposed in this MTW Annual Plan, OHA will manage 25 activities in its MTW portfolio, of which it plans to implement 25 during FY 2017. Several activities that had been on hold over the past three years will be activated during FY 2017 to address challenging market conditions and low utilization rates. The project-based voucher (PBV) related activities as well as local housing program activities will be revived in order to employ the tools necessary to help voucher holders better compete in the private market. Despite the increasing per voucher cost associated with each family served, OHA will attempt to serve substantially the same number of families had the funds not been combined by actively working to improve HAP utilization including increasing our Project Based program, continued development of new units, through our existing stock of Low-Income Tax Credit units, through local, non-traditional units like the Sponsor-Based Housing Assistance Program, and innovative new special needs housing assistance programs linking housing assistance directly to other non HUD social services funding streams to be piloted during this fiscal year. As with previous years, education, training, and employment remain priorities for OHA to the extent that the agency will enable its Single Fund Flexibility to support the Education Initiative and supplement the Jobs Plus West Oakland grant with MTW funds.

OHA's long-term objectives developed by the Board of Commissioners and Executive leadership will continue to improve operational efficiency, promote public safety at OHA sites, and expand OHA's housing footprint through affordable housing development activities. In response to the steep increases in rents and other difficult market conditions, OHA leadership will revisit its strategic plan during the fiscal year to ensure alignment of the vision with the expected trajectory of regional housing issues. As outlined in the FY 2017 MTW Annual Plan, OHA also will emphasize expanding community access to housing opportunities and increasing affordability for residents of Oakland. The long-term plans highlight the following four areas:

Preserving and Enhancing Our Housing Portfolio

OHA has made a long-term commitment to use MTW authority to preserve and grow its portfolio of public housing and Section 8 units through a combination of enhanced operations and aggressive efforts to address deferred maintenance and improve physical conditions by replacing outdated housing with new units when that is the most feasible approach.

¹ Zumper, National Rent Report: December 2015

Preserving and Expanding Affordable Housing Opportunities

OHA's participation in the MTW program has allowed the Authority to preserve affordable housing resources and also expand housing opportunities through real estate development activities; moving families into new neighborhoods of choice through site acquisition, through reinvestment into current neighborhoods, and through expanding the number and types of housing available in newly constructed properties. The success of OHA's development initiatives is supported by partnerships with developers and by active coordination with the City of Oakland. These brick and mortar strategies combined with new innovative employment and education initiatives are designed to meet local neighborhood needs creating both opportunity and improved health and education outcomes within these neighborhoods.

Promoting Resident Empowerment, Self Sufficiency, and Achievement

A critical component of the OHA vision is healthy families living in healthy communities. Long-term success for many of OHA's participants and communities require a level of support beyond simply housing. OHA will build on its connections with partner agencies to improve outcomes for residents and neighborhoods in several areas such as education, public health, and employment training and placement. MTW allows OHA to enhance the quality and reach of our services, provided both in-house and in partnership with community-based service providers who are experts in their respective fields. Specifically OHA will focus in the area of parent engagement and chronic absenteeism as it relates to education. OHA also will focus on training and employing residents including integrating and supporting the new Jobs Plus West Oakland (JPWO) initiative and direct pre apprenticeship training for skilled construction trade job opportunities in our development projects,. Additionally, we will continue to develop and grow our resident participation and leadership program through our Resident Advisory Board, the Resident Leadership Center, Neighborhood Orientation Workshops, and Leadership Institute.

Expanding Housing Choice in Housing Programs

Expanding housing opportunities and choice within our City is one of OHA's long-term goals. OHA plans to issue the first PBV Request for Qualifications (RFQ) in over a decade to increase the number of families that are able to access affordable housing through the traditional and local, non-traditional programs in Oakland. We are also developing and innovative housing model that directly links housing assistance (traditional and local non-traditional) to supportive services offered through other local government agencies. These efforts will help OHA dramatically improve the access and types of housing families have to choose from within the City, will help stabilize housing for families paying over 50 percent of their income toward rent, and ultimately will preserve affordable units in a housing climate where rents are becoming increasingly more unaffordable each day, and the Section 8 Voucher program is being priced out.

OHA also will use MTW flexibilities to broaden the availability of MTW vouchers to housing types that have previously been excluded from the program. OHA will activate MTW activities that have been on hold for several years to allow Single Room Occupancy (SRO)

to allow shared-housing in units for special needs populations like emancipated foster youth and veterans. Initiating activities that expand housing choice for un-served/ under-served families demonstrates how OHA is working diligently to proactively to address the rapid gentrification and affordable housing crisis Oakland is experiencing.

The MTW Annual Plan

As required by the Agreement, OHA prepares its MTW Annual Plan for submission to HUD each year. OHA uses the standard format described in Attachment B of the MTW Agreement, HUD form 50900. OHA's MTW Annual Plan is intended to provide residents, the public and HUD with information on OHA's programs and policies, including both approved and planned MTW activities and operating budgets and capital investment plans. The following provides a summary of the sections of the FY 2017 MTW Plan:

Section I. Introduction

This section provides general information about the MTW Demonstration program, an overview of OHA's short-term and long-term goals for FY 2017, and a summary of the Plan.

Section II. General Housing Authority Operating Information

This section includes general housing stock, lease-up, and waiting list information.

Section III. Proposed MTW Activities

This section includes information on the following proposed MTW activities:

- Two new activities are proposed

Section IV. Approved MTW Activities

This section includes information on all approved and ongoing MTW activities.

- 24 Active
- Three On Hold

Section V. Sources and Uses of Funding

This section includes summary budget information for FY 2017 including planned sources and uses for MTW and non-MTW (special purpose) funds.

Section VI. Administrative

This section includes information on Board of Commissioners approvals and agency certifications.

Section VII. Appendix

This section includes additional information explaining the MTW Plan public outreach process, additional policy changes, and non-MTW related activities.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

1) Planned New Public Housing Units to be Added During the Fiscal Year

OHA does not anticipate adding any new public housing units during FY 2017.

Table 1: Planned New Public Housing Units to be Added During the Fiscal Year											
AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	0	N/A	N/A	N/A
Total Public Housing Units to be Added								0			
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other											
If Other, please describe:											

2) Planned Public Housing Units to be Removed During the Fiscal Year

OHA also continues to manage challenges caused by increasing operating costs and underfunding of public housing that make the sites financially unviable by using MTW flexibility to reinvest in our public housing program including capital improvements needed to several sites, and does not expect to remove any units during this fiscal year.

OHA submitted a disposition application #DDA0004228 to the Special Application Center on December 22, 2010 requesting approval to dispose of 383 units in five senior sites, and has not received a response on the application as submitted. OHA maintains that the application is a necessary solution to resolve longstanding issues related to chronic funding decreases and a backlog of deferred maintenance. OHA may request that HUD provide a definitive answer regarding the disposition application as originally submitted, or consideration of other steps involving disposition and replacement with tenant-based vouchers or possibly the Rental Assistance Demonstration in part that could further the preservation of this low-income housing, this year or in future years.

Table 2: Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
Harrison Towers	101	OHA submitted a disposition application to the Special Application Center on December 22, 2010 requesting approval to dispose of 383 units in five senior sites. OHA initiated the disposition application in response to the backlog of deferred maintenance, due to long-term decreases in funding in the public housing program, and the increasing operating costs that make the sites financially unviable.
Adel Court	30	
Oak Grove North	77	
Oak Grove South	75	
Palo Vista Gardens	100	
N/A	0	
Total Number of Units to be Removed	383	

3) New Housing Choice Vouchers to be Project-Based During the Fiscal Year

OHA plans to increase the amount of project-based vouchers allocated during FY2017 by approximately 300-500 by issuing a Request for Qualifications (RFQ) process for PBV allocations for existing housing units, in addition to awarding project based vouchers through other competitive processes including the City of Oakland NOFA. The purpose of the OHA RFQ is to increase the Section 8 utilization, to preserve affordable units in Oakland, and to serve as many families as possible. The new allocations will target existing housing units in both single family dwellings (1-4 units) and multifamily apartment complexes. Additionally, owners may seek to add to the number of PBV units allocated at developments currently operating under a PBV HAP contract. OHA will also prioritize allocations to key redevelopment areas and to owners that serve special needs populations, especially homeless and veteran families.

Table 3: New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Various	300-500	OHA plans to issue Requests for Qualifications (RFQ) to solicit PBV assistance to existing units. One RFP will target existing developments that could possibly expand the PBV allocations at these sites. The second RFP will solicit proposals for PBV assistance where no PBVs allocations are currently in place. OHA anticipates awards to both single family dwellings and apartment units that are either vacant or occupied by a Section 8 eligible family. A preference will be given to proposals that serve special populations such as homeless and veteran families. It is possible that some units might be awarded and leased prior to the start of FY2017, but we anticipate the majority will take place in FY2017 as families already in place may not meet eligibility requirements and units could not be allocated until the family chooses to vacate.
94th and International	14	The 94th & International Apartments project is new construction of 59 family units, including a Community Room, and 3,500 square feet of commercial space on International Boulevard between 94th Avenue and 96th Avenue in the City of Oakland. The project will create (18) 1-bedroom/one bath units, (23) two-bedrooms/one bath units and (18) three-bedroom/two bath units with one additional two-bed for on-site management. All of 59 units will be target general households with incomes at 30 to 50% of the AMI. The 94th and International project has been awarded PBV assistance for 14 units that will be attached to 4-one bedroom, 6-two bedroom and 4-three bedroom units in the development. The 14 Project-Based Voucher assisted unit will be set aside for homeless/formerly homeless households. Ground breaking happened in December of 2015 and OHA projects an 18 month construction schedule, so there is a possibility that some of the units will be ready to lease in FY2017.
Prosperity Place	35	The Prosperity Place project is the new construction of a 71-unit mixed use apartment building along with 3,700 square feet of ground floor commercial space. Eight (8) of the 71 apartments will be special needs Thirty-five (35) units will be supported with Project Based Vouchers (PBVs) including 5 one-bedroom units, 12 two-bedroom units and 18 three-bedroom units. The project site is located at the edge of the historic Oakland Chinatown neighborhood. The project design wraps an L-shaped building around an east-facing courtyard. This space provides the center of community life, with a patio deck, community room, offices and computer space. The central courtyard will have ample open space for residents along with a children's play area, visible from the centralized laundry room.
Anticipated Total New Vouchers to be Project-Based	549	<div> <div>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</div> <div>3625 *</div> </div> <div> <div>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year</div> <div>2829</div> </div>
*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.		

4) Other Changes to the Housing Stock Anticipated During the Fiscal Year

OHA does not anticipate any other changes to the housing stock during FY 2017.

Table 4: Other Changes to the Housing Stock Anticipated During the Fiscal Year	
	N/A
	N/A
	N/A

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

5) General Description of All Planned Capital Fund Expenditures During the Fiscal Year

OHA plans to make enhancements to improve safety Public Housing sites by upgrading outdoor lighting, repairing and upgrading elevators, performing a structural retrofit, completing drainage improvements to reduce flooding, and repaving and striping parking lots. OHA will also begin a comprehensive renovation of the building systems, balconies, and structural repairs and modernization of unit interiors at Oak Grove North and Oak Grove South public housing senior sites.

OHA also will continue to invest in building improvements and unit restoration at various small Project-Based Section 8 properties scattered throughout Oakland. A table describing the FY 2017 Capital Expenditures is included in Appendix C.

Table 5: General Description of All Planned Capital Fund Expenditures During the Plan Year
<p>OHA plans to make enhancements to improve safety Public Housing sites by upgrading outdoor lighting, repairing and upgrading elevators, performing a structural retrofit, completing drainage improvements to reduce flooding, and repaving and striping parking lots. OHA will also begin a comprehensive renovation of the building systems, balconies, and structural repairs and modernization of unit interiors at Oak Grove North and Oak Grove South public housing senior sites.</p> <p>OHA also will continue to invest in building and unit restoration improvements at various small Project-Based Section 8 properties scattered throughout Oakland. A table describing the FY 2017 Capital Expenditures is included in Appendix C.</p> <p>OHA also will carry out building and unit restoration and landscaping improvements at various Project-Based Section 8 sites owned by OHA through non-profit instrumentalities. A table describing the FY 2017 Capital Expenditures is included in Appendix C.</p>

B. Leasing Information

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

Oakland and the Bay Area are leading the nation with the highest levels of housing unaffordability. Sky-high housing costs are causing unprecedented challenges for renters, and OHA's voucher program households are no exception. OHA's MTW voucher pool is the largest portfolio of households, and OHA anticipates that these local market conditions will continue to adversely affect the number of families served. More than ever before, private landlords are opting to rent to non-voucher holders in lieu of participating in the HCV program, and the recent decrease in Fair Market Rents released by HUD in Fall 2015 has only added to the challenges. OHA has aggressively responded to these hurdles by proposing several new activities to stem the flow of landlords opting out of the program. Using MTW flexibility, we expect to evaluate the effectiveness of these strategies allowing HUD to determine if these could be used by other authorities facing the same challenges in other severely affected markets across the country.

Additionally, OHA is redirecting resources and efforts toward securing hard units through new PBV allocations and pursuing strategies to expand local non-traditional programs to serve special needs populations which would allow families such as formerly homeless or veterans to "voucher in place" to maximize impact of scarce resources. OHA is exploring partnerships with Alameda County agencies that serve these special needs populations to partner and provide service enriched housing for these hard to house groups. While OHA has been severely impacted by this local housing affordability crisis, in comparison to other regional housing providers we have been able to maintain higher utilization numbers by having MTW flexibility to respond to these local conditions. OHA anticipates that traditional Housing Choice Voucher utilization rates of approximately 92% at the start of the fiscal year will climb to about 96% at fiscal year-end as a result of multiple aggressive strategies. However, even with an aggressive multi-faceted approach to the utilization challenges, OHA still anticipates a reduction in the households served as calculated in Voucher Unit Months for the fiscal year.

Staff will begin leasing a 68-unit new family development, Ave Vista, around the mid-year mark, which will allow OHA to continue to expand housing in choice neighborhoods. OHA also plans to start a major restoration of two public housing senior sites (Oak Grove North and South), which will impact leasing at these sites as units are taken offline for the restoration. These intended vacancies are part of the relocation plan for the sites in efforts to minimize impact to residents by "hoteling" them in vacant units on site during the rehabilitation. In total, OHA anticipates that 14,720 families will be served by its MTW programs during FY 2017, as indicated in Table 4. Appendix D includes a list of the public housing sites and the MTW vouchers included in the table below.

Public housing

OHA will pursue several strategies to increase the numbers of families served in public housing. Staff will aggressively pursue applicants on the waitlists to fill vacancies and will use MTW flexibility to make offers to HCV families unable to find units through the HCV program. Additionally, OHA will employ its streamlined rehabilitation procedures which should decrease unit turn times and increase the number of families served.

Table 6: Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	1570	18840
Federal MTW Voucher (HCV) Units to be Utilized	12344	148128
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	782	9384
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	24	288
Total Households Projected to be Served	14,720	176,640

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

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

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

2) Reporting Compliance with Statutory MTW Requirements

Not applicable. OHA is in compliance with the required statutory MTW requirements.

Table 7: Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

Not applicable. OHA is in compliance with the required statutory MTW requirements.

3) Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Public Housing

OHA will continue to manage challenges caused by the chronic underfunding of the public housing program that have led to a backlog of deferred maintenance and repairs. Unit turnover time has been reduced due to selective replacement and upgrade strategies based on stricter assessments of need, with the goal of reducing unit turnaround time to prepare units for new tenants.

OHA is planning a major rehabilitation of two large senior sites, Oak Grove North and Oak Grove South, and will employ strategies to minimize impacts on residents during the project, however units will be taken off line.

Housing Choice Voucher (HCV)

Under utilization within the traditional Housing Choice Voucher program is the most significant challenge the agency is facing. Since January 2015, OHA has seen the amount of rent increase requests increase from 173 requests in January 2015 to 565 in November of 2015, averaging 333 requests per month. Oakland currently ranks 4th in the nation for highest market rents and OHA has lost 824 units from the HCV program as owners choose options to exit the program ranging from choosing not to abate inspection fails or opting to rent to private market tenants when units become vacant. As an added hurdle, Fair Market Rents (FMRs) released in the Fall of 2015 decreased for Alameda County. These factors have caused utilization rates to drop to approximately 92%, and while low, OHA still remains the most successful housing authority at leasing vouchers in the Bay Area.

To respond to these challenges, OHA is aggressively pursuing strategies on multiple fronts. In partnership with other local housing providers, OHA sought intervention by HUD and the Secretary approved an increase to our Voucher Payment Standards up to 125% of the FMR through March 2016. OHA also participated an area –wide rent survey and has requested significant corresponding increases to the HUD issued FMRs for the area on December 18, 2015.

In FY2017, OHA is proposing several new activities (#17-01 and #17-02) to support and retain existing owners while also recruiting new ones to slow, if not reverse the exodus from the program. In the Spring of 2015, OHA began absorbing all port-ins and has used the Portability Reform Activity (#15-01) to manage the number of families searching for units to avoid flooding the market with voucher holders. OHA will continue to spearhead collaborative discussions with other Bay Area affordable housing providers to explore solutions to reduced utilization of the Housing Choice Voucher Program in the Bay Area. As part of the strategy to increase the number of property-based assisted units to mitigate the impact of private market conditions to the tenant-based assisted units, OHA intends to increase project-based voucher allocations by issuing Requests for Quotations in calendar year 2016 to solicit proposals to project-base existing units and sites, giving preference to those serving special needs populations.

OHA has taken a multipronged approach to addressing the challenges of the Bay Area's current rent crisis. In addition to incentivizing new landlords to bring units into the HCV program, OHA also will rely on mechanisms to retain the housing stock currently available to participant families. OHA expects this increase in the FMRs to help preserve households losing their current units, and it may mitigate some landlords from exiting the program. However, increased FMRs are not the panacea to Oakland's market challenges, and the willingness of owners to participate in the Section 8 program. With the historically low vacancy rate participant families are applying for homes that may have a dozen or more applications to choose from with the majority being without the burdensome process, regulations, and stigma associated with the Section 8 program. OHA still believes that due to intense market pressures we will be challenged to stabilize the voucher utilization rate at around 96% for the program year, and that success will be predominately due to project based awards made during the year.

OHA will continue to use MTW flexibility to seek creative strategies to address leasing challenges but anticipates that utilization rates will remain lower than expected, unless market conditions change drastically and inventory increases.

Sponsor-Based Housing Assistance (SBHAP)

OHA is dedicated to serving families through the non-traditional programs such as SBHAP. The program has a hard to house population which leads to leasing challenges, primarily managed through partner agencies. Partner agencies must locate private market units for participants in the program, which presents the same challenges for the service providers and participants as those in our Housing Choice Voucher program. With an area vacancy rate below 1%, there simply are not enough units and participating property owners for the program and the program will struggle as we add new participants.

Table 8: Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Public Housing	<p>housing program that have led to a backlog of deferred maintenance and repairs. Unit turnover time has been reduced due to selective replacement and upgrade strategies based on stricter assessments of need, with the goal of reducing unit turnaround time to prepare units for new tenants. OHA is planning a major rehabilitation of two large senior sites, Oak Grove North and Oak Grove South, and will employ strategies to minimize impacts on residents during the project, however units will be taken off line.</p>
Housing Choice Voucher	<p>Under utilization within the traditional Housing Choice voucher program is the most significant challenge the agency is facing. Since, January 2015, OHA has seen the amount of rent increase requests increase from 173 requests in January 2015 to 565 in November of 2015, averaging 333 requests per month. Oakland currently ranks 4th in the nation for highest market rents and OHA has lost 824 units from the HCV program as owners choose options to exit the program ranging from choosing not to abate inspection fails or opting to rent to private market tenants when units become vacant. As an added hurdle, Fair Market Rents (FMRs) released in the Fall of 2015 decreased for Alameda County. These factors have caused utilization rates to drop to approximately 92%, and while low, OHA still remains the most successful housing authority at leasing vouchers in the Bay Area.</p> <p>To respond to these challenges, OHA is aggressively pursuing strategies on multiple fronts. In partnership with other local housing providers, OHA sought intervention by HUD and the Secretary approved an increase to our Voucher Payment Standards up to 125% of the FMR through March 2016. OHA also participated an area –wide rent survey and has requested significant corresponding increases to the HUD issued FMRs for the area on December 18, 2015.</p> <p>In FY2017, OHA is proposing several new activities (#17-01 and #17-02) to support and retain existing owners while also recruiting new ones to slow, if not reverse the exodus from the program. In the Spring of 2015, OHA began absorbing all port-ins and has used the Portability Reform Activity (#15-01) to manage the number of families searching for units to avoid flooding the market with voucher holders. OHA will continue to spearhead collaborative discussions with other Bay Area affordable housing providers to explore solutions to reduced utilization of the Housing Choice Voucher Program in the Bay Area. As part of the strategy to increase the number of property-based assisted units to mitigate the impact of private market conditions to the tenant-based assisted units, OHA intends to increase project-based voucher allocations by issuing Requests for Quotations in calendar year 2016 to solicit proposals to project-base existing units and sites, giving preference to those serving special needs populations.</p> <p>OHA has taken a multipronged approach to addressing the challenges of the Bay Area’s current rent crisis. In addition to incentivizing new landlords to bring units into the HCV program, OHA also will rely on mechanisms to retain the housing stock currently available to participant families. OHA expects this increase in the FMRs to help preserve households losing their current units, and it may mitigate some landlords from exiting the program. However, increased FMRs are not the panacea to Oakland’s market challenges, and the willingness of owners to participate in the Section 8 program. With the historically low vacancy rate participant families are applying for homes that may have a dozen or more applications to choose from with the majority being without the burdensome process, regulations, and stigma associated with the Section 8 program. OHA still believes that due to intense market pressures we will be challenged to stabilize the voucher utilization rate at around 96% for the program year, and that success will be predominately due to project based awards made during the year.</p> <p>OHA will continue to use MTW flexibility to seek creative strategies to address leasing</p>

<p>Sponsor-Based Housing Assistance</p>	<p>OHA is dedicated to serving families through the non-traditional programs such as SBHAP. The program has a hard to house population which leads to leasing challenges, primarily managed through partner agencies. Partner agencies must locate private market units for participants in the program, which presents the same challenges for the service providers and participants as those in our Housing Choice Voucher program. With an area vacancy rate below 1%, there simply are not enough units and participating property owners for the program and the program will struggle as we add new participants.</p>
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C. Wait List Information

C. MTW Plan: Wait List Information

Table 9: Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
MTW Housing Choice Voucher	Community-Wide	7560	Closed	No
MTW Public Housing (OHA Managed)	Site-Based	4456	Closed	Yes
MTW Public Housing (Third Party Managed)	Site-Based	4662	Open	Yes
Project-Based Voucher (OHA Managed)	Site-Based	2662	Closed	Yes
Project-Based Voucher (Third Party Managed)	Site-Based	17082	Closed	Yes

Rows for additional waiting lists may be added, if needed.

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

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

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

The site-based, public housing wait list at Lion's Creek Crossing is partially open for three (3) bedroom units.
The site-based, public housing wait lists at Palo Vista, Foothill (PBV and Public Housing) and Oak Groves will be open for approximately two weeks.
The project-based voucher (third party managed) waitlists will open as follows: the Altheim Phase 1 and 2 waitlist in August 2016, Fox Courts waitlist for three (3) and four (4) bedroom units during FY2017, California Hotel waitlist in Jan. 2017 for approximately 1 month, Prosperity Place will be open for all unit types in Summer 2016 and St. Joseph's Senior Apartments will open it's waitlist during FY2017 for all unit types.

If Local, Non-Traditional Housing Program, please describe:

<p>SBHAP (Activity #10-06) - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.</p> <p>MOMS - (Activity #10-01) The Alameda County Sheriff's Office (ASCO) provides MOMS applicants to OHA through direct referral. Following ASCO program standards, ASCO staff select and refer to OHA those ASCO MOMs candidates who qualify for minimally supervised transitional housing after completion of a 6-8 week multi-faceted program while in custody including an Individual Case Management Plan (ICM). ASCO referred "applicants" are then screened by OHA Eligibility according to HUD program requirements. ASCO MOMS applicants who meet HUD program requirements are offered a unit at the 18 month OHA MOMS Housing program site. Those selected for the OHA Housing Component remain in the ASCO MOMS Transitional Case Management Program for 18 months, during which they must comply with the PBV Housing Lease, PBV Program and ASCO MOMs Program requirements as well as their ICM.</p>
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If Other Wait List Type, please describe:

N/A

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

OHA does not anticipate any changes to the organizational structure of the wait list.

Section III. Proposed MTW Activities

This section includes information on proposed MTW activities for which the Oakland Housing Authority is requesting HUD approval.

Table 10 Proposed MTW Activities					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b.

MTW Activity #17-01: Owner Incentives Program (Includes and expands on #9-01 – Alternative HQS System)

A. Describe the Activity

The Housing Choice Voucher program has been impacted by a dramatically escalating rental market and very limited inventory which has led to much longer search times and multiple voucher extensions being granted for families searching for housing. According to Zillow over the last year, market rents increased by (21.6%) in Oakland. In 2015, OHA saw many owners choose to leave the program or remove units by not releasing resulting in the loss of approximately 824 units of affordable housing. In response to these market conditions, OHA is proposing the Owner Incentives Program activity to support existing and recruit new owners to the program to offset the exodus.

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

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

- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process, and minimize delays or losses due to inspections. Inspections will not be linked to a participant and allow owners up to 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated.
- Owner recognition program - Recognize long term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs.
- New Landlord Incentive Payment – Provides new owner participants a one-time payment of \$500 upon execution of a new HAP contract, and meet other defined eligibility criteria. OHA had 130 new landlords sign up for the program in 2015 and we project a 10% increase due to this incentive, totalling 143 new landlords. Projected costs are \$71,500.
- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6 month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6 month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on its Fraud Unit in the Police Department to pursue and collect from landlords that exit prior to completely repaying the loan.
- Alternative HQS System **(already an approved MTW Activity #09-01)** - Develop an alternative inspection methodology and frequency for HQS inspections based on a risk assessment system and findings from prior inspections. Currently, 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. Results of the inspections are submitted electronically to HUD via the HUD 50058 form and stored electronically in OHA's database. OHA may further altered this current inspection schedule as it relates to any new inspection protocol issued by HUD, to increase or decrease the frequency based on inspection scoring and history under any new inspection protocols. This activity component is on hold as a result of regulatory changes implemented by the Streamlining Administrative Regulations for Public Housing, Housing Choice Voucher, Multifamily Housing, and Community Planning and Development Programs Final Rule that make available biennial inspections to all program participants. OHA may reactivate this activity after staff has conducted sufficient research regarding the implementation of the new streamlining rule.

B. Describe how the proposed activity will achieve one or more of the three statutory objectives

This activity relates to the statutory objective to increase housing choice for our voucher holders by retaining existing owners through providing enhanced services, while recruiting new owners to participate through a sign on incentive payment.

C. Identify and discuss the anticipated impact

OHA anticipates that this activity will maintain or increase the number of landlords participating in the HCV program and anticipates the number of units available for families to rent will increase as result of new landlord participation and the capital improvement payment option. Additional impacts will be increased leasing success rates for vouchers issued, increased overall voucher utilization rate and decreased voucher extensions, due to more units being made available. .

D. Provide the anticipated schedule for achieving the stated objective

OHA plans to implement the activity upon approval. OHA staff will introduce this new initiative to property owners through our Owner Services division which uses Owner briefings, mailers and the OHA website to communicate news about the program. The new landlord incentive payment will be marketed through owner trade organizations, associations, expos and community partners as well as through word of mouth through existing owners. Several of the components require modifications to OHA's existing business system and the may be implemented later in the fiscal year due to dependence on external vendors to deliver modifications and internal testing prior to deployment of the changes.

E. Standard HUD Metrics (See Activity #09-01 for Alternative HQS Schedule Metrics)

<i>Standard HUD Metrics</i>			
<i>CE #1: Agency Cost Savings</i>			
Unit of Measurement	Baseline	Benchmark	Projected Final Outcome
Total cost of task in dollars (decrease).Rent Reasonableness	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 3,996 = \$46,093	Cost of task after implementation of the activity =(staff salary)* .08 hours * number of files = (\$46.14 * .08) * 3,996 = \$14,750	Total cost of task in dollars (decrease) = 68%
<i>CE #2: Staff Time Savings</i>			

Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Total time to complete the task in staff hours Rent Reasonableness	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 3,320 households = 830 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households = 266 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households (68% decrease) = 564 hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Average error rate in completing a task as a percentage (decrease)	Average error rate of task prior to implementation of the activity as a percentage (decrease)	Expected error rate of task after implementation of the activity as a percentage (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)
Standard OHA Metrics			
Number of New Landlords Recruited by Payment Incentive			
Unit of Measurement	Baseline	Benchmark	Outcome
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (10% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = number (percentage)

F. Baseline Performance Level

Baseline performance levels are indicated in the chart above.

G. Yearly benchmarks

The annual benchmarks for each metric are included in the chart above.

H. Final projected outcomes

In 2015, OHA had approximately 130 new owners sign up to participate in the HCV program. With our new owner incentive payment we expect an increase of 10% within FY2017. During 2015, OHA lost approximately 824 units from the HCV program. We anticipate that the number of owners opting to re-lease their units to HCV program participants will increase and thus decrease the number of units that are leaving the program. Through the combination of new owners/units and more existing owners opting to stay in the program, OHA expects to see utilization rates in the HCV program start to slowly increase to approximately 96% by year end.

I. Data source from which metric data will be compiled

The data collected for number of landlords participating, new landlords recruited, inspections performed and payments made and other metric data is derived from and maintained in the agency business software system.

J. Authorizations

Authorization for this activity is found in Attachment C and D of OHA's Amended and Restated Agreement as detailed in the chart below...

Description	Authorizations	Reason for Authorization
Vacancy Loss payment (up to two months of HAP); units that are on biennial inspection schedule qualify; paid on a per unit basis (no maximum). Owners must be releasing the unit to and HCV program participant within 60 days to qualify.	Attachment C, Section D.1.d	Waiver of certain provisions of Section 8(o)(9) of the 1937 Act and 24 CFR 982.311 (a) and (d)(1). Current HCV program rules do not permit HAP payments to the owner for any month after a family moves out of the unit and during a lease term.
Prequalifying Unit Inspections – allows HAP contract to be executed without waiting for an inspection (allows 60 days to find a tenant) Inspection is not linked to a participant.	Attachment C, D.5	Normally, inspections are initiated by tenants and owners bringing in a Request for Tenancy approval (RFTA), which initiates and HCV inspection as specified in 24 CFR 982.305. This authorization is required in order to accept an inspection completed prior to the RFTA submission.
Risk Based Inspections (biennial inspection schedule based on previous pass history)	Attachment C, Section D.5, Attachment D, Section D	Waives certain provisions of Section 8(o)(9) of the 1937 Act and 24 CFR 982, Subpart I.
Owner recognition program: based on criteria (5 years on program, 5 or more units, awards		No waivers or authorizations are required.

every two years on anniversary, pins, special card)		
New Landlord Incentive Payment - Provide new landlords a one-time payment of \$500 upon execution of new HAP contract. One payment per landlord. Cannot have been an OHA landlord in the past 5 years. One payment per landlord or vendor id.	Attachment C, D.1.a	Waives certain provisions of Section 8(o)(9) of the 1937 Act and 24 CFR 982.162 (2) where OHA may insert additional language into the contract for a one-time payment provision.
Capital Improvement Payment - Payment of up to \$2,500 to address capital improvement issues that may be related to HQS fails. Re-payments would be deducted from HAP payments for up to a six months - one year by using lower payment standard. Target group would be landlords that have two fails on a unit. Only one payment would be made per landlord regardless of the number of units owned that fail. Maximum of one loan per year.	Attachment C, D.2.a	Waives certain provisions of Section 8(o)(9) of the 1937 Act and 24 CFR 982.505 (c) (i) and (ii) and (3) where OHA will use an alternative method and change/decrease the payment standard during the HAP contract term for a landlord over a 6 month period to recoup a one-time payment.

K. Authorization Explanation

Current regulation requires inspection of a unit within 15 days after submission of the Request for Tenancy approval (RFTA). This authorization is required to accept an inspection completed prior to the RFTA submission and more than 15 days from the submission. These authorizations allow OHA to determine alternative inspection protocols and frequencies, the term and content of HAP contracts and to determine a vacancy loss policy for occupied units that different from the policy requirements currently mandated by regulations.

L. Rent Reform

This is not considered a rent reform activity because it does not impact the way a tenant's rent is calculated.

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

A. Describe the Activity

During the last several years the Bay Area has rebounded from the recession with a robust economy which has resulted in increased local population and a sharp decrease

in available inventory in the rental market, causing rents to rise at rates that are leading the nation. As a result, the number of rent increases requested by owners in the HCV program has risen from 173 requests in January of 2015 to 565 requests at the end of 2015 and is currently averaging 333 requests per month. Compounding this challenge, OHA saw a loss of approximately 824 units from the program during 2015 due to owners opting to leave the program for various reasons.

To stem this tide of owners leaving the program for private market, OHA proposes to offer HCV owners an automatic rent increase that will be initiated by OHA. The amount of the increase will be determined by OHA for targeted small area rental markets identified by OHA. The automatic rent increase amount will be set using multiple data sources for small targeted geographic areas within the larger jurisdiction as identified by OHA. For selected targeted small rental market areas, OHA will conduct a rent increase analysis using internal and external data sources. Internal data sources may include the number of requested and approved increases and the amounts approved, and/or the average rent in the targeted small market area for new Section 8 contracts. The external data sources may include various available data sources including the Consumer Price Index, Zillow, Go Section 8, Rent.com etc. that provide information and data on rental housing market trends in the target area. If a small rental market area increase is warranted and approved by the Executive Director, or his designee, the offers will be made to all property owners in the targeted area who have not received a rent increase in the last twelve months. If the owner elects to accept the increase offered, they will not be eligible for another increase for at least twelve months.

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

B. Describe how the proposed activity will achieve one or more of the three statutory objectives

By shifting the process to allow OHA to initiate the rent increase process and avoiding the need for negotiations, OHA will reduce costs for both parties, and achieve greater cost effectiveness in federal expenditures by reducing staff time spent negotiating with landlords during the rent increase process.

C. Identify and discuss the anticipated impact

OHA anticipates that this activity will maintain or increase the number of owners participating in the HCV program, because the automatic rent increase will expedite the rent increase process and decrease the burden of the process for owners. By increasing owner satisfaction, OHA expects that fewer owners will choose to leave the program, resulting in an increase in the amount of affordable housing choices available to voucher holders and a reduction in search times and voucher extension requests. Ultimately, OHA anticipates an increase in utilization rates within the HCV voucher program. By offering an automatic moderate increase, OHA hopes to offset requests initiated by owners to increase rents by a greater percentage and thus lessen the impact of rent increases to tenants, especially elderly and disabled households that are on fixed incomes.

D. Provide the anticipated schedule for achieving the stated objective

OHA plans to implement the activity upon approval. OHA staff will introduce this new initiative to property owners through our Owner Services Division which uses Owner briefings and mailers to communicate news about the program. The initial pilot group will be owners that have units on a biennial inspection schedule that have not had a contract rent increase in the last year. OHA will determine based on the success of the activity in meeting and achieving program goals the timeline for expanding the activity to a larger group of owners.

E. Standard HUD Metrics

CE #1: Agency Cost Savings			
Unit of Measurement	Baseline	Benchmark	Projected Final Outcome
Total cost of task in dollars (decrease). Rent Reasonableness	Cost of task prior to implementation of the activity = (staff salary) * .25 hours * number of files = (\$46.14 * .25) * 3,996 = \$46,093	Cost of task after implementation of the activity = (staff salary) * .08 hours * number of files = (\$46.14 * .08) * 3,996 = \$14,750	Total cost of task in dollars (decrease) = 68%
CE #2: Staff Time Savings			
Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Total time to complete the task in staff hours Rent Reasonableness	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 3,320	Expected amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households = 266	Actual amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households (68% decrease) = 564

	households = 830 hours	hours	hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Average error rate in completing a task as a percentage (decrease)	Average error rate of task prior to implementation of the activity as a percentage (decrease)	Expected error rate of task after implementation of the activity as a percentage (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)
CE #5: Increase in Agency Rental Revenue			
Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Rental Revenue /total tenant payment in Dollars (increase).	Rental revenue prior to implementation of the activity (in dollars) = TBD	Expected rental revenue after implementation of the activity (in dollars) = TBD	Actual rental revenue after implementation of the activity (in dollars) = TBD

F. Baseline Performance Level

Baseline performance measures are indicated in the chart above.

G. Yearly benchmarks

The annual benchmarks for each metric are included in the chart above.

H. Final projected outcomes

Staff time dedicated to processing rent increases will decrease because the negotiation of rent reasonableness with owners will be eliminated for these households as described in Section E of the standard HUD metrics. OHA expects the cost savings due to efficiencies to be offset by an overall increase in HAP costs because the number of households affected by HAP increases outweighs the number of households affected by increases to the tenant portion of the rent.

I. Data source from which metric data will be compiled

The data collected for number of landlords participating, new landlords recruited, inspections performed and payments made and other metric data is derived from and maintained in the agency software system.

J. Authorizations

Authorization for this activity is found in Attachment C, Section D.2.b&c of OHA's Amended and Restated Agreement.

K. Authorization Explanation

Current regulations outlined in 24 CFR 982.308(g)(4), describe the requirements for how OHA and owners must manage notification for contract rent increases. The authorization given in Attachment C, Section D.2.b. of OHA's Amended and Restated Agreement allow the agency to implement different procedures for rent increases. In this activity, OHA will not require the owner to provide notification of changes to the rent since OHA will inform the landlord at least 120 days and the tenant at least 60 days before any automatic changes go into affect. OHA will continue to conduct rent reasonable analyses under this activity and does not require authorization to waive rent reasonableness requirements.

L. Rent Reform

This is a rent reform activity.

M. Impact Analysis

This policy impacts the calculation of the rent since the automatic rent increase in the contract rent will affect the tenant portion if the gross rent is higher than the payment standard and if the family is housed in a unit that is larger than their minimum subsidy or occupancy standard. OHA has developed this rent reform activity to accommodate local rental market conditions and to streamline the rent increase process for Housing Choice Voucher households, inciting owners to opt for a streamlined automatic increase at slightly lower market rates, and stay in the program.

Of the impacted households, 1,422 would have the increase reflected in the tenant portion of rent and 1,898 households would have the rent increase passed onto OHA through increased HAP. The average contract rent for households where the tenant rent is affected is \$1,293 and the average tenant rent is \$424 per month. An increase of 10% in contract rent would result in an increase of an average of \$129 per month which represents the average increase of 30% for the households that will be affected by this new policy.

OHA will experience additional impacts in increased HAP payments for 1,898 households where gross rents are less than the payment standards resulting in the contract rent increase being reflected in an increase in HAP amount. Staff time dedicated to processing rent increases will decrease because the negotiation of rent reasonableness with owners will be eliminated for these households as described in Section E of the standard HUD metrics.

Impact Analysis of Automatic Rent Increase	
MTW HCV Households (HH)	Total HCV HHs

	9,353
Data for Pilot Group	Increase Effects for Tenant Rents
Average Tenant Rent and HAP Payment	\$424
Average Contract Rent	\$1,293
Average Income of Families Impacted	\$17,472
Percentage of income affected due to rent increase	8.8%
Total Cost of HAP increase to OHA:	\$229,658 / month \$2,755,896 / year

Demographic Characteristics of Impacted Residents	
	All HCV Households
Family Type Based on Head of Household	
Elderly (\geq 62 years old)	28%
<i>Elderly Disabled</i>	0%
<i>Elderly Non-Disabled</i>	28%
Disabled (< 62 years old)	21%
Family	51%
Total	100%
Race Based on Head of Household	
White	6%
Black/African American	72%
American Indian/Alaskan Native	1%
Asian	21%
Native Hawaiian/Other Pacific Islander	0%
More than 1 Race and/or Other	0%
Not Reported	0%
Total	100%
Ethnicity Based on Head of Household	
Hispanic	4%
Non-Hispanic	96%
Not Reported	0%
Total	100%
Households with at least 1 working member	
Percentage of Households	39%
Number of People in the Household	
1 Person	38%
2 People	29%

3 People		16%
4 People		11%
5 People		4%
6+ People		<u>2%</u>
Total		100%

Hardship Case Criteria

OHA will provide notification to households affected by a rent increase through the normal 30 day notification process. Households that submit a request and qualify as a hardship case will qualify for OHA to absorb the rent increase up to 100% for an additional six –month deferment period. All requests for extensions of the hardship period will be reviewed by the Executive Director, or his designee, on a case-by-case basis. The hardship policy applies to cases that meet the following criteria:

- Rental increase will cause household rent to exceed 60% of Annual Income, or
- Head of household/Co-head/Spouse is elderly or disabled, and
- Household is on a fixed income

Description of Annual Reevaluation of Rent Reform Activity

OHA will review and evaluate the impacts of this activity and the hardship requests on an annual basis to confirm that the results are reasonable and in line with intended outcomes.

Transition Period

The implementation of both elements of this activity will begin upon approval for HCV households. . OHA will notify owners of the automatic increase and process the increases automatically unless an owner contacts OHA and requests to have the contract rent remain the same. OHA plans to provide written notification to the HCV tenant population of the automatic rent increase activity at least 60 days prior to implementation. Notification will include the new timeline for notification of approved rent increases under the activity as tenants will have at least an additional 30 days notice of rent increases allowing them more flexibility to respond accordingly. Notification will also explain the procedures to request a Reasonable Accommodation or Hardship exception under the Hardship policy.

OHA will monitor the activity and expand implementation based on the availability of funds and the impact to owner retention in the program.

Section IV. Approved MTW Activities: HUD approval previously granted

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

Table 9 provides a list of all approved MTW activities including the year the activity was implemented and the primary statutory objective(s) the activity is intended to achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified (e.g. 14-01 indicates that the activity was identified in the FY 2014 MTW Annual Plan).

Table 11 Approved MTW Activities: HUD Approval Previously Granted					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2017	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households Eliminate all deductions and earned income disallowance 	<ul style="list-style-type: none"> -Reduce costs and achieve greater cost effectiveness -Provide incentives for families with children to become economically self-sufficient 	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

			<ul style="list-style-type: none"> Recent increases in income excluded in recertification Absolute minimum rent of \$25 		
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base, the number of units that can be project-based in a development, and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the MOMS Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds, Attachment C, Section D.1.f
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7

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

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

A. Implemented Activities

OHA is currently implementing the following activities:

Table 12 Implemented Activities					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households Eliminate all deductions and earned income disallowance Recent increases in income excluded in recertification Absolute minimum rent of \$25 	Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base, the number of units that can be project-based in a development, and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7

11-02	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the MOMS Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a (LHAP Programs), Attachment D, Use of Funds (SBHAP Program)

10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.b

MTW Activity #15-01: Local Area Portability Reform

Description of MTW Activity: A local area portability policy that will limit elective moves between jurisdictions within the nine Bay Area counties identified by the Association of Bay Area Governments: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County, Solano County, and Sonoma County. Evidence shows that housing authorities in neighboring counties administer about 450 OHA vouchers causing a loss in 80 percent (80%) of the administrative fee. While the objective of the Housing Choice Voucher program is to provide increased housing options for families, OHA finds that many households exercise the option to move with their vouchers to neighboring housing authorities, especially those without MTW programs or with higher payment standards. Given the prevalence of local area ports, the areas of concentration of port requests, and their negative impact on program administration and self-sufficiency goals, OHA requests approval to quell ports between jurisdictions in all nine counties and initially will implement the policy in five counties. The policy will be expanded to include additional jurisdictions as needed and will be used to control the number of voucher holders searching so that and already tight market is not flooded, potentially causing families to lose the opportunity for subsidized housing as their search timeline expires.

OHA anticipates that some households will need to move out of Oakland for special needs. This new portability policy will allow families to move their tenant based vouchers locally under limited circumstances such as the following exceptions:

- Reasonable accommodation for persons with a disability

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

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

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

Anticipated Impacts: Outgoing portability will be minimized to jurisdictions in five of the nine counties, which will lead to administrative efficiencies and cost savings from processing burdensome port-outs. Evaluation metrics have been developed to measure the impacts of minimizing local area ports. OHA will track the number of port requests received from participants. If the data demonstrates that OHA residents request to port to other local jurisdictions, OHA will exercise its authority and expand the activity to include jurisdictions in the remaining four Bay Area counties. OHA will provide a minimum 30-day notification of the new policy to all households.

OHA anticipates that this activity will lead to a reduction in administrative time spent processing local area ports. This policy will reduce the drain of vouchers out of OHA's portfolio and thus will reduce administration costs for both OHA and the receiving housing authorities. The activity also may result in stabilizing project based voucher properties and the surrounding neighborhoods by reducing the turnover rates and creating longer term tenants. OHA anticipates being able to better control the number of voucher holders searching so as not to oversaturate a tight market with families that are searching for housing in low inventory conditions.

OHA also anticipates a decrease in the cost of wait list management by limiting the number of applicants that apply and receive assistance from OHA and port after they complete the one-year residency requirement or those applicants that are processed but do not ever lease up.

Status Update: Initiated the activity for the first year of implementation. Due to the extremely tight rental market affecting the entire Bay Area, OHA anticipates that the number of port requests will decline as there is limited availability and inventory affecting the region and these counties.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to this activity. OHA is clarifying that this activity is intended to control porting in both directions and the same mitigating factors for implementing will apply.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,644 (50% reduction)
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776= \$43,410 (57% reduction)
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease). Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests =1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)

Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)

MTW Activity #15-02: Modified Utility Allowance Policy

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

Anticipated Impacts: OHA administrative costs for providing a tenant utility allowance and/or a reimbursement payment will decrease, causing tenants to exercise conservation methods or select more energy/water efficient homes.

Status Update: The activity has been implemented in the tenant-based portfolio. OHA converted to a new business system during FY 2015 and modifications are necessary to implement this activity in the public housing portfolio. As described in the FY 2015 plan where this activity was proposed, we expect to develop a phased approach to execute this activity in our public housing portfolio. This phased approach will also include the project-based (PBV) portfolio as both the public housing and PBV portfolios require modifications to the business system to support implementation. The modifications will be planned and tested in FY2017.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to this activity.

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

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

Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction)
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 *.05) * 4,259 = \$9,826	Cost of task after to implementation of the activity = Zero (0)
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 = \$11,418,898	Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction)
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours Utility Allowance	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 4,259 households = 212 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .01 hours * 4,259 households = 71 hours
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark

Average error rate in completing a task as a percentage (decrease).	With the implementation of the new business system, OHA will be able to establish a baseline and conduct quality control assessments to determine the average error rate for data entry related to this activity. The expectation is that staff will be able to decrease the baseline by at least 5% over one year.	
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (21% increase)
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)
Total rental revenue/total tenant payment in dollars (increase).	Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156	Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase)

MTW Activity #14-01: Alternative Recertification Schedules

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

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

Status Update: Initiated the activity for the first year of implementation. OHA is developing an implementation plan to include a communication plan to residents, implementation timeline, and analysis of any changes required to our business system to implement. OHA elected not to implement the Cost of Living Adjustments (COLA) for the Triennial households as described in the FY 2015 plan. The implementation of a new business system in FY2015 caused a delay in deployment of this activity for all income groups. OHA is working with the vendor to propose modifications to address these issues.

Changes or Modifications to Activity: To meet the criteria for a Triennial recertification, all adults must be either elderly or disabled and all household members must be receiving an income from a fixed source.

Changes or Modifications to Metrics, Baselines or Benchmarks: This is the first year of implementation for this activity. There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease). Fixed Income HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)
Total cost of task in dollars (decrease). Senior and Disabled Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)
Total cost of task in dollars (decrease). Wage Earning HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$146,300	Expected cost of task after implementation of the activity = \$73,150 (50% reduction)
Total cost of task in dollars (decrease). Wage Earning Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)
CE #2: Staff Time Savings		

Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease). Fixed Income HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)
Total time to complete the task in staff hours (decrease). Fixed Income Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Wage Earning HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Work Eligible Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 9,028 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction)
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue in dollars (increase).	Calculation of this metric is unclear since this activity changes the timing of the reexamination and does not change the rent calculation formula.	
SS #1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmark

Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)
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SS #3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:	With the implementation of the new business system, OHA will be able to establish a baseline for each of the three types of households and will subsequently set the relevant benchmarks prior to implementation of this activity.	
(1) Employed Full- Time		
(2) Employed Part- Time		
(3) Enrolled in an Educational Program		
(4) Enrolled in Job Training Program		
(5) Unemployed		
(6) Other-Drug Rehab Counseling		
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	

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

Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 90 households (10% decrease)

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark
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Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 10% of eligible households
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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.

Anticipated Impacts: OHA and participant families will experience time savings related to the forgone recertifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the in between years or because of the new income calculation.

Status Update: OHA is developing an implementation plan to include a communication plan to residents, implementation timeline, and working with third party management staff to create an implementation plan for residents in Campbell Village. Due to transition to a new business system, OHA is working to setup a test environment to assess modifications that may be required to before implementation. Depending on timing of these software modifications, deployment may be delayed.

Changes or Modifications to Activity: OHA proposes to change the automatic calculation of the COLA to at the EDs discretion.

Changes or Modifications to Metrics, Baselines or Benchmarks: This is the first year of implementation for this activity. There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease). Senior and Disabled HCV <i>Initial</i> Calculation	Cost of task prior to implementation of the activity per household (in dollars) = \$31 (based on \$42 per hour)	Expected cost of task after implementation of the activity = \$24.80 (20% reduction)
Total cost of task in dollars (decrease). Senior and Disabled Public Housing <i>Initial</i> Calculation	Cost of task prior to implementation of the activity per household = \$54 (based on \$36 per hour)	Expected cost of task after implementation of the activity (in dollars) = \$43.20 (20% reduction)
Total cost of task in dollars (decrease). Senior and Disabled HCV <i>Reexam</i> Calculation	Cost of task prior to implementation of the activity (in dollars) = \$2,800 (based on 67 eligible households)	Expected cost of task after implementation of the activity = \$1,540 (45% reduction)
Total cost of task in dollars (decrease). Senior and Disabled Public Housing <i>Reexam</i> Calculation	Cost of task prior to implementation of the activity = \$4,320 (based on 60 eligible households)	Expected cost of task after implementation of the activity (in dollars) = \$2,160 (50% reduction)

Total cost of task in dollars (decrease). Work-Eligible HCV <i>Initial</i> Calculation	Cost of task prior to implementation of the activity per household (in dollars) = \$63 (based on \$42 per hour)	Expected cost of task after implementation of the activity = \$50.40 (20% reduction)
Total cost of task in dollars (decrease). Work-Eligible Public Housing <i>Initial</i> Calculation	Cost of task prior to implementation of the activity per household (in dollars) = \$72 (based on \$36 per hour)	Expected cost of task after implementation of the activity = \$57.60 (20% reduction)
Total cost of task in dollars (decrease). Work-Eligible HCV <i>Reexam</i> Calculation	Cost of task prior to implementation of the activity (in dollars) = \$15,132 (based on 131 eligible households)	Expected cost of task after implementation of the activity = \$7,565 (50% reduction)
Total cost of task in dollars (decrease). Work-Eligible Public Housing <i>Reexam</i> Calculation	Cost of task prior to implementation of the activity (in dollars) = \$6,408 (based on 89 eligible households)	Expected cost of task after implementation of the activity = \$3,204 (50% reduction)
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) =	Expected cost of task after implementation of the activity (in dollars).
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease). Senior and Disabled HCV <i>Initial</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = .75 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = .6 hours (20% reduction)
Total time to complete the task in staff hours (decrease). Senior and Disabled Public Housing <i>Initial</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 1.5 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.2 hours

Total time to complete the task in staff hours (decrease). Senior and Disabled HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 67 hours (based on 67 eligible households)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 37 hours (37% reduction)
Total time to complete the task in staff hours (decrease). Senior and Disabled Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 120 hours (based on 60 eligible households)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 60 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Work-Eligible HCV <i>Initial</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 1.5 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.2 hours (20% reduction)
Total time to complete the task in staff hours (decrease). Work-Eligible Public Housing <i>Initial</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 2 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.6 hours (20% reduction)
Total time to complete the task in staff hours (decrease). Work-Eligible HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 362 hours (based on 181 eligible households)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 181 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Work Eligible Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 267 hours (based on 89 eligible households)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 134 hours (50% reduction)
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark

Average error rate in completing a task as a percentage (decrease).	With the implementation of the new business system, OHA will be able to establish a baseline and conduct quality control assessments to determine the average error rate for data entry related to this activity. The expectation is that staff will be able to decrease the baseline by at least 5% over one year.	
Standard OHA Metrics		
Unit of Measurement	Baseline	Benchmark
Number of households with earned income	Public Housing: 0 households	Public Housing: 5 households
	HCV: 0 households	HCV: 8 households
Average annual earned income	Public Housing: \$10,926	Public Housing: \$12,020 (10% increase)
	HCV: \$14,444	HCV: \$15,888 (10% increase)

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

Description of MTW Activity: Eliminate caps and time limits 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. Also, existing regulations state that a HAP contract may be amended only during the three-year period immediately following the execution date of the HAP contract to add additional PBV contract units in the same project. 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: Extend the long-term affordability of housing units as Public Housing, Moderate Rehabilitation, or other assisted housing units that are converted to PBV assistance. Award projects to developers that will make efforts to leverage the PBV funding to preserve or create additional affordable housing opportunities for Oakland residents.

Status Update: Ongoing. OHA reserves the option not to issue any new awards during the fiscal year. OHA is dependent on developers submitting allocation requests and due the uncertainty of long term funding availability and ongoing MTW contract negotiations, OHA does not have any applications for new PBV awards pending or projected. At former public housing scattered sites, units continue to be converted to the PBV program as in-place families with Tenant Protection Voucher (TPV) assistance move out. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. A tight and expensive rental market is causing challenges for TPV holders to find available units in Oakland, and subsequently, fewer units are being converted to PBV, because residents are finding it challenging to find available units to rent. OHA will explore strategies for using this activity to serve additional special needs households given the tight housing market and lack of inventory of apartments for families searching with Vouchers to rent. OHA will use this activity

to possibly add additional PBV units to existing projects with HAP contracts after review of proposals received from existing owners with PBV units under contract.

Changes or Modifications to Activity: OHA has modified the activity to include waiving the regulatory time limit to add PBV units to existing projects under contract with OHA.

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

Standard HUD Metrics		
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	Expected housing units of this type after implementation of the activity = Zero (0) units Expected housing units of this type after implementation of the activity = Zero (0) units
Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Zero (0) units

available (increase). If units reach a specific type of household, give that type in this box.		
<i>Increase in Resident Mobility</i>		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households
<i>Households Assisted by Services that Increase Housing Choice</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Zero (0) households

MTW Activity #11-01: PBV Occupancy Standards

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

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

Status Update: Ongoing. This activity is largely dependent upon participant families requesting changes to household composition and its utilization is affected by these requests.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households doesn't apply because the households impacted by this activity are in place.
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = Five (5) households
Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Two (2) units
Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Five (5) households

MTW Activity #11-02: Standardize Transfer Policy

Description of MTW Activity: Adopt a policy to allow residents to transfer between Section 8 and Section 9 programs within the OHA portfolio. Amend the current transfer policies to standardize the procedures across programs. Policy may include provisions such as the length of tenancy required to request a transfer voucher, impacts to the HCV wait list, and a cap on the number of transfer vouchers issued annually. Families may be required to complete a two-year tenancy in order to be eligible to request a transfer voucher from either the public housing or PBV program. In order to limit the impact on the HCV waitlist, the issuance of vouchers may be subject to a one-for-one policy whereby at least one or more new vouchers are issued to families selected from the HCV tenant-based waiting list for every Public Housing or PBV transfer voucher issued. In order to control demand, OHA is considering limiting the number of transfer vouchers available to no more than 10 percent (10%) of the total units in the Public Housing and PBV programs combined per year and the amount of transfer requests granted is subject to the Executive Director's discretion.

Anticipated Impacts: OHA is experiencing leasing challenges in the Housing Choice Voucher (HCV) program due to extremely high market rate rents and low inventory. Due to these issues, families searching for housing often reach the limit of search times and even with time extensions granted, families are unable to find suitable housing. OHA intends to use this standardized transfer policy to increase housing choice by offering eligible families that may lose their opportunity for subsidy, vacant units in PBV assisted units or public housing. This activity will also allow OHA to increase housing choice for those families that request transfers due to emergency situations, reasonable accommodation or compliance with occupancy standards, where units may not be available within the same program type, but are available within the OHA portfolio. OHA may use this activity to manage compliance with OHA occupancy standards as family size and composition changes cause families to be housed in

units that are no longer appropriate based on occupancy standard guidelines, resulting in a more efficient utilization of Federal resources.

Status Update: This activity has been previously approved but not yet implemented. OHA intends to implement this activity in FY2017.

Implementation Timeline: OHA will begin implementation of this activity during FY2017.

Changes or Modifications to Activity: OHA proposes to modify this activity to allow moves from local, non-traditional programs (LNT) to the traditional section 8 and 9 authorized programs once a family has graduated from the LNT program and sufficiently demonstrated housing stability.

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

Standard HUD Metrics		
HC #3: Decrease in Wait List Time		
Unit of Measurement	Baseline	Benchmark
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months)	Expected applicant time on waitlist after implementation of the activity (in months)
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity. (number of households where voucher expires)	Expected households losing assistance after implementation of activity. (number of households where voucher expires should decrease)
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households	Households able to move to a	Expected households able to

able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs)
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	Expected households receiving services aimed to increase housing choice after implementation of the activity = Zero (0) Number of HH that transferred as a result
CE #5: Increase in Agency Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = Zero (0) households	Expected Rental revenue in dollars after implementation of the activity = Zero (0) Amount of revenue increase due to HH that were rightsized due to activity.

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

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

Anticipated Impacts: Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. OHA plans to offer the option to preserve this type of housing by offering assistance to SRO owners that apply and are selected through an Request for Qualifications (RFQ) process. By offering assistance to existing SROs that may or may not have enriched services, OHA will increase the housing choice available for hard to house populations.

Status Update and Implementation Timeline: OHA will release a Request for Qualifications (RFQ) for proposals from owners to request assistance for existing units in the Spring of 2016.

OHA will review and award allocations in late FY2016 and early FY2017.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (135)
HC#1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = Zero (150) units
HC#2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Zero (150) units

that type in this box.		
HC#5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (150) households
HC#7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Zero (110) households

MTW Activity #11-05: PBV Transitional Housing Program

Description of MTW Activity: Develop sub-programs modeled after the Project-Based Voucher program to allow for transitional housing opportunities at developments serving low-income special needs households who otherwise might not qualify for, or be successful in the Public Housing and/or Section 8 programs. These programs are currently planned to provide assistance for 18 to 36 months and transition the participant families into permanent affordable housing but this period may be change with the implementation of new programs with different guidelines and graduation requirements. With established partnerships with Alameda County departments, this activity facilitates the development of local, non-traditional housing programs like Special Needs Housing Assistance Programs (SNHAP), the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative, and Parents and Children Together (PACT) / Dads Acquiring & Developing Skills (DADS) program. This activity has been expanded to include additional transitional housing opportunities under the SNHAP initiative.

The SNHAP will provide housing assistance to high need populations currently being served by providers funded by local government partners like the Department of Social Services, through

a project based housing assistance award model we intend to directly link special needs populations currently being served in programs and related services targeting their special need, with housing assistance provided through OHA. OHA will begin two pilot programs with the County during the program year. Currently, MOMS offers service-enriched transitional housing support to formerly incarcerated women seeking to reunite with their children. In addition to the housing subsidy, the MOMS program offers customized adult, family and youth case management, group counseling services, family activities and educational and employment development assistance to all participants. Continuing the partnership with the Alameda County Sheriff's Office will provide participant families the opportunity to enter into a residential family reunification plan that will include a variety of supportive services. If implemented, PACT/DADS will include a transitional, residential component that will provide a safe, temporary apartment unit that allows parents of any gender who have received custody or are at the final stages of acquiring custody to experience the reunification process in a stable home environment for the family.

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

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.

Status Update: Staff continues to develop the PBV transitional housing program to best serve a population faced with many financial and social challenges. The pilot project for this activity is the Maximizing Opportunities for Mothers to Succeed (MOMS) program, which provides up to 11 units of service enriched transitional housing for women leaving the county jail system and reuniting with their children. OHA plans to increase the number of families served by instituting the PACT and DADS programs.

The Authority, along with the primary program partners Alameda County Sheriff's Office (ASCO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, have facilitated a strategic planning process resulting in several program improvements. Planned additions to the current program structure include a sober living agreement, an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults. Following graduation of MOMS participants, several three bedroom units are being converted to two bedrooms at vacancy turn at the MOMS program site. This reduction in bedroom size will both accommodate the growing trend of smaller family size and create study/work space to support education and work readiness goals.

The Authority has identified a 20 unit building that is in the same community as the MOMS site. Currently under full rehab, this building will be the new location for the MOM's program,

and the current location of the MOMs program will be used to welcome participants from the ACSO DADs program. Rehab completion is scheduled for June 2016.

Changes or Modifications to Activity: OHA will use this activity to house special needs populations and will enable flexibilities that allow co-living or shared housing facilities, including in the project-based voucher portfolio to move families out of the transitional programs and into permanent affordable housing. Staff and program partners revisit the program guidelines regularly to ensure that expectations and metrics are reasonable and relevant to the group of households that benefit from this activity. Any future modifications of this activity will be vetted and submitted to HUD for approval.

Changes or Modifications to Metrics, Baselines or Benchmarks: Metric HC #5, Metric HC #7, and the Standard OHA Metrics were modified from last year. The levels in FY 2015 were established to accommodate possible program expansion. Since the expansion timeline has been delayed pending the outcome of MOU negotiations, the metrics were reset to reflect the expected number of program participants in FY 2017. Changes to the benchmarks are included in the Standard HUD Metrics table below.

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

reach a specific type of household, give that type in this box.		
<i>Increase in Household Income</i>		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hrs at minimum wage (\$12.55) = \$13,052
<i>Increase in Household Savings</i>		
Unit of Measurement	Baseline	Benchmark
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = \$100 OHA will also link families to Family and Community Partnerships to help offer assistance with establishing a savings plan or enrolling in the FSS program.
<i>Increase in Positive Outcomes in Employment Status</i>		
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>		
Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:		
(1) Employed Full- Time	1) Zero (0) households	1) 0 households
(2) Employed Part- Time	2) Zero (0) households	2) 2 households
(3) Enrolled in an Educational Program	3) Unknown	3) 3 households
(4) Enrolled in Job Training Program	4) Unknown	4) 1 household
(5) Unemployed	5) 8 households	5) 6 households
(6) Other-Drug Rehab Counseling	6) Unknown	6) 8 households

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 8 households	Number of households receiving TANF after implementation of this activity= 8 households
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 8 households
Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self sufficiency after implementation of this activity = 3 households will graduate from program

MTW Activity #10-01: Specialized Housing Programs

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

Anticipated Impacts: Improve self-sufficiency outcomes for residents.

Status Update: Ongoing. Based on the success of the pilot, the program may be expanded during FY 2016 to house additional families of up to 25 households, and a new re-entry/family unification program that will include fathers and their children is in development with our partners and may begin in this program year. See discussion in activity #11-05.

Changes or Modifications to Activity: OHA anticipates expanding the program to more households where feasible and added authorization from the MTW Amended and Restated Agreement Attachment C, Section D.1.f to allow OHA to offer PBV assistance to shared housing types to serve special needs populations such as veterans.

Changes or Modifications to Metrics, Baselines or Benchmarks: The benchmark for Metric CE #4 was updated to reflect the expected leverage in FY 2017. Changes to the benchmarks are included in the Standard HUD Metrics table below.

Standard HUD Metrics		
CE #4: Increase in Resources Leveraged		
Unit of Measurement	Baseline	Benchmark
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Actual amount leveraged after implementation of the activity (in dollars) = \$250,000

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

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

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

Status Update: Ongoing. OHA plans to review the participants that are currently receiving zero HAP assistance and initiate connections with the Family and Community Partnerships department to provide supportive services to help participants achieve self-sufficiency and exit the program.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
SS #1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$47,711 for 109 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$47,711 (0% increase)
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementing this activity = 20 households	Number of households receiving TANF assistance after implementing this activity = 19 households (5% decrease)
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	Baseline	Benchmark
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity = Zero (0)	Expected average subsidy per household affected by this policy after implementation of the activity = Zero (0)
SS #7: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
PHA rental revenue/HAP in dollars (increase).	HAP prior to implementation of the activity (in dollars) = \$0	Expected HAP after implementation of the activity (in dollars) = \$0
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should	Number of households transitioned to self-sufficiency prior to implementation of this activity = 10 households	Number of households transitioned to self-sufficiency after implementation of this activity = 20 households

also be provided in Section (II) Operating Information in the space provided.		
Standard OHA Metrics		
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation of this activity = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation of this activity = 50 households

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 agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts.

Status Update: Ongoing. OHA anticipates utilizing this activity in FY 2017 to approve unit allocation awarded from a PBV Existing Housing RFP.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark

Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$52.61 (staff salary/hour) * 48 hours = \$2,525	Expected cost of task after implementation of the activity = \$52.61 * 400 hours = \$21,044
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 6 hours/contract * 8 contracts = 48 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 40 contracts = 400 Hours

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

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

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

Status Update: Ongoing. OHA anticipates utilizing this activity in FY 2017 to perform rent comparability analysis for new PBV allocations awarded through a PBV RFP for Existing Housing units issued in early FY2016. After PBV allocations are awarded, the geographic areas for the awards will be analyzed and rent comparability studies will be based on geographic proximity where possible instead of commissioning an individual rent study for each site.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 6 AMP areas = \$13,200
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours
HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 500 units preserved
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)

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

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

Anticipated Impacts: Ensure access to housing for families impacted by disposition and preservation of affordable units for families whose subsidy standard is less than the PBV unit size.

Status Update: Ongoing.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 60 units preserved
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	Baseline	Benchmark
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark

Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)
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MTW Activity #10-06: Local Housing Assistance Program

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

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

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.

Status Update: OHA is exploring partnerships with County agencies to work together to provide service enriched housing for special needs populations.

Changes or Modifications to Activity: OHA will expand this activity to allow shared-housing in the project-based voucher portfolio for the special needs housing assistance programs that will be developed in FY 2017. In order to counter the low lease up rates among special needs populations like veterans or foster youth, OHA will use the MTW authorization under Attachment C, Section D.1.f. of the MTW Agreement to include additional and unconventional methods of to house families in the traditional and local, non-traditional programs.

OHA will also expand the LHAP program from disposition households to all families in the OAHPI portfolio, provided that the family's income level qualifies it as low-income. In this instance, the household must have a maximum income of 80% of the area median income.

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

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 24
SBHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 115
Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Total number of households who would not qualify for an available unit based on household composition = Zero (0)	Total expected housing units of this type after implementation of the activity = 139
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 24
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). SBHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 115

Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 139
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase). LHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 24
Number of households receiving services aimed to increase housing choice (increase). SBHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 115
Total number of households receiving services aimed to increase housing choice (increase). SBHAP	Total households receiving this type of service prior to implementation of the activity = Zero (0)	Total expected number of households receiving these services after implementation of the activity = 139

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. Design targeted outreach and enrollment strategies to maximize enrollment of participants that will be successful in the program.

Status Update: OHA plans to re-design the FSS Action Plan and Program within FY2017 and is planning to apply for the Family Unification Program (FUP) and FSS Demonstration program which would allow FUP youth to enter the FSS program and extend their assistance in alignment with FSS Contract of Participation timelines.

Changes or Modifications to Activity: Changes to the activity will be forthcoming after the implementation of the re-design of the program and pending approval of the FUP/FSS Demonstration application.

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

Standard HUD Metrics		
SS #1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$9,954.81 for 178 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$10,153.91 (2% increase)
SS #2: Increase in Household Savings		
Unit of Measurement	Baseline	Benchmark
Average escrow of households affected by this policy in dollars (increase).	Average escrow of households affected by this policy prior to implementation of the activity (in dollars). \$5,364.00 for 88 households	Expected average escrow of households affected by this policy prior to implementation of the activity (in dollars) = \$5,471.00 (2% increase)
SS#3: Increase in Positive Outcomes in Employment Status		
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>		
Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:		
(1) Employed Full- Time	1)43 Households	1)50 households
(2) Employed Part- Time	2)28 households	2)40 households
(3) Enrolled in an Educational Program	3)38	3)48
(4) Enrolled in Job Training Program	4)11	4)6
(5) Unemployed	5) 107 Households	5) 89 Households
(6) Other-Drug Rehab Counseling	6)1 Household	6) 1 Household

Percentage of total workable households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity =53 households	Number of households receiving TANF after implementation of this activity=40 households
SS#5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = 178 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 200 households
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 12 households	Number of households transitioned to self-sufficiency after implementation of this activity = 12 households

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. These housing opportunities provide units under the traditional programs as well as local, non-traditional units.

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

Status Update: Ongoing. OHA continues to develop affordable housing to expand opportunities for families in need. Current projects in development include:

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

Future compliance requirements that affect how new units developed by OHA can be counted towards families served may affect OHA's strategy in pursuing new development opportunities.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the benchmarks of each metric reflect the updated totals planned for development activities and are included in the Standard HUD Metrics table below.

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 130 units under construction
HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 175 units rehabilitated

HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 305 households

MTW Activity #06-01: Site Based Wait Lists

Description of MTW Activity: Establish site based wait lists at all public housing sites, HOPE VI sites, and developments with PBV allocations.

Anticipated Impacts: The selection and pre-screening of prospective tenants at each site improves efficiency and reduces the duplication of administrative functions. Site based wait lists allow applicants to choose what sites or areas of the city they choose to live, and reduces 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 use a lottery system at its site-based wait lists to reduce the list to a number where offers can be made in a reasonable period of time. Thus, the site based wait lists will be opened and closed more frequently thereby increasing the frequency of access to affordable housing opportunities, reducing the long waiting periods for applicants, and reducing the need and cost of wait list purging and maintenance.

Status Update: Ongoing

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of determining program eligibility in dollars (decrease).	Cost of task prior to implementation of the activity = \$875 per vacancy	Expected cost of task after implementation of the activity = \$500 per vacancy
Total cost to lease available vacant units to public housing applicants in dollars (decrease).	Cost of task prior to implementation of the activity = \$110,000 annually	Expected cost of task after implementation of the activity = \$77,000 annually

CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 19 hours/household	Expected amount of total staff time dedicated to the task after implementation of the activity = 11 hours/household
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity = Unknown at this time and OHA will conduct a quality control audit in to determine error rate.	Expected average error rate of task after implementation of the activity = Anticipated error rate is 5 percent (5%)
HC #3: Decrease in Wait List Time		
Unit of Measurement	Baseline	Benchmark
Average applicant time on wait list in months (decrease).	OHA has maintained site-based wait lists for several years and as a result is not able to produce data to compare outcomes to the baseline of when the wait list was consolidated.	

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

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

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

Status Update: Ongoing. OHA reserves the option not to issue any new awards during the fiscal year.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark

Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP

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

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

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

Status Update: Ongoing. The City notifies developers of funding availability for development projects annually in September and award notifications are made in March. OHA evaluates projects and opportunities to participate via PBV allocations to increase housing choices and the number of families served within the City of Oakland. OHA is exploring strategic partnerships with the City, County and County Agencies to expand affordable housing options through PBV allocations particularly for special needs populations currently be served by those agencies programs.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark

Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 30
Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Housing units preserved prior to implementation of the activity = 30
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours

B. Not Yet Implemented Activities

OHA does not have any activities that have not been implemented.

C. Activities on Hold

Table 13 Approved MTW Activities on Hold					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	Provide incentives for families with children to become more economically self-sufficient Increase housing choices	Attachment D, Use of Funds
10-09	2010	Waive 12 Month Minimum Stay Requirement in Converted PBV Units	Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition.	Increase housing choices	Attachment C, Section D.7
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds

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.

Status Update: On hold. If the disposition of the senior sites is approved, OHA will reinstate this activity to provide those resources again and the benchmark will be revised. Transfer voucher requests from previous dispositions are ongoing.

Reactivation Plan Update: The activity will be reactivated as needed when OHA initiates conversion of public housing units.

Implementation Timeline: The timeline for re-implementing this activity depends on the future disposition of public housing. Therefore, OHA will reactivate the activity on an as needed basis.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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.

Status Update: On Hold.

Reason Activity is on Hold: This activity was originally approved as part of the FY 2010 MTW Annual Plan. It was intended to assist in the disposition of OHA's public housing scattered sites inventory to Section 8. Originally, those eligible public housing residents were to be converted to the Project-based Voucher (PBV) program and PBV participation requires an initial 12-month minimum stay before a family can move with continued assistance. It was later determined for those eligible families affected by the scattered site disposition to be issued Section 8 tenant protection vouchers. The tenant protection vouchers do not have a minimum stay requirement and as a result, this activity was never implemented.

Reactivation Plan Update: OHA plans to examine use of this activity for public housing sites approved for disposition. OHA has not begun implementation of this activity because no additional units have been approved for disposition. Should HUD approve the disposition application, OHA will revise the evaluation metrics for this activity.

Implementation Timeline: The implementation timeline for Activity #10-09 is subject to approval of public housing units for disposition.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2017.

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

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

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 a housing assistance payment.

Status Update: On Hold.

Reason Activity is on Hold: This activity is subject to funding availability and applicable projects. OHA has determined that funding is not available to pursue this activity in FY 2016. However, OHA will consider activating the activity pending new opportunities in future fiscal years.

Reactivation Plan Update: OHA plans to reactivate this activity as needed. New projects will be thoroughly evaluated prior to making a new commitment. As OHA learns of new projects, it will reopen the activity and set new benchmarks.

Implementation Timeline: This activity may be reactivated on an as needed basis.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2017.

D. Closed Out Activities

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

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

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 issues.

Status Update: Activity has been closed out as an individual activity because it has been incorporated into #17-01.

Section V. Sources and Uses of Funding

The FY 2017 Sources and Uses reflects the agency vision for a capital expenditure plan to preserve OHA units for sustained occupancy. Recognizing that funding deficits with operating reserves is not a long-term solution, OHA has developed a Sources and Uses that sufficiently considers potential funding shortfalls. OHA has sufficient funds available that will be utilized in this fiscal year to support the approved budget request and projects and also maintain adequate operating reserve levels.

Note: Values in the tables in this section may be revised pending final approval of the FY 2017 budget.

A. Planned Sources and Uses of MTW Funds

1) Estimated Sources of MTW Funding for the Fiscal Year

Using MTW flexibility, OHA consolidates the Public Housing Operating Subsidy, the Capital Fund Program (CFP), which includes including Replacement Housing Factor (RHF) funds, and the Section 8 Housing Choice Voucher Block Grant program funding into a Single Fund Budget.

Table 14: Estimated Sources of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.		
Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	4,252,869
70600	HUD PHA Operating Grants	204,021,877
70610	Capital Grants	14,099,172
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	14,708,132
71100+72000	Interest Income	-
71600	Gain or Loss on Sale of Capital Assets	-
71200+71300+71310+71400+71500	Other Income	2,638,062
70000	Total Revenue	239,720,112

2) Estimated Uses of MTW Funding for the Fiscal Year

In contrast with past years, FY 2017 expenses exceed the projected revenue for three reasons: HAP expenditures related to OHA's aggressive efforts to lease up the HCV program, significant capital investment in the OHA-managed PBV portfolio and in public housing, including the substantial rehabilitation of Oak Grove North and South, and major contributions to four development projects that have been in the pipeline and will create 129 new units of affordable housing. At the start of FY 2017, HCV utilization will be in the low 90th percentile, which defies OHA's historic percentages

that have consistently been at or near 100%. By increasing utilization methodically each month, OHA expects to reach 96% of its baseline number of families served in the HCV program by the end of FY 2017. Thus the overall annual HAP expenditure reflects this projected leasing strategy and also includes any anticipated costs associated with the landlord incentive activities proposed in this Plan. The Single Fund Budget will also support resident services, will be used as leverage for the Jobs Plus grant activities to create a culture of work in OHA's public housing sites, and will cover security and protective services for OHA properties. Additionally, OHA may sell former public housing properties and will use the proceeds from the sale in conformance with HUD regulations or the disposition approval requirements.

Table 15: Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000	Total Operating - Administrative	28,440,010
91300+91310+92000	Management Fee Expense	328,032
91810	Allocated Overhead	9,566,346
92500 (92100+92200+92300+92400)	Total Tenant Services	3,119,123
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	1,602,038
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	5,310,036
95000 (95100+95200+95300+95500)	Total Protective Services	5,431,763
96100 (96110+96120+96130+96140)	Total Insurance Premiums	3,461,628
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	2,784,082
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	-
97100+97200	Total Extraordinary Maintenance	3,201
97300+97350	Housing Assistance Payments + HAP Portability-In	179,033,450
97500+97600+97700+97800	All Other Expenses	54,885,030
90000	Total Expenses	293,964,740

B. Activities that Will Use Only MTW Single Fund Flexibility

OHA employs the single fund flexibility for the activities that enhance the housing services provided under the traditional program and to adequately address needs of the local community. Through developing affordable housing, increasing resident capacity, and providing increased levels of security and public safety, OHA utilizes the single fund flexibility to extend the positive

impact of MTW beyond housing. The OHA activities described below rely on the single fund flexibility and no other MTW waiver or authorization.

- Preserving and Enhancing Our Housing Portfolio
 - The single-fund flexibility provided under MTW helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Rehabilitation and modernization of 152 senior public housing units at Oak Grove North and South will be started in FY2017; predevelopment including physical needs assessment and architect selection has begun. Additionally, OHA continues to invest in the restoration of its Project Based Section 8 portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard. Ongoing planning includes physical needs assessments of both the public housing and the Project Based Section 8 portfolio to facilitate long term capital planning for site based improvements
- Promoting Resident Empowerment and Self-Sufficiency
 - The Department of Family and Community Partnerships (FCP) was created under single-fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP will coordinate the Jobs Plus Grant awarded in December 2015, which is a four year grant award, to implement West Oakland Works and Skilled Training Employment Pathways (STEP) academies to facilitate employment for West Oakland public housing residents across five developments in West Oakland. The grant involves coordination among multiple community partners and county service providers in addition to other agency programs that involve partnerships with community serving agencies ranging from the City of Oakland to neighborhood non-profits. OHA plans to use the single fund flexibility through MTW to provide matching funds for some of the administrative staffing and rental revenue offsets for the grant. Through MTW flexibilities OHA will continue to expand the impact of client services offered both in-house and in partnership with community-based service providers for both Public Housing and Section 8 residents.
 - In FY 2017, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative as well as making connections for residents to training and employment opportunities that build resident capacity and offer valuable skill-building opportunities that result in residents moving steps closer to self-sufficiency. Through the single fund budget, OHA will continue its work on data collection and family outreach with the Oakland Unified School District with a focus mitigating chronic absenteeism and improving academic achievement among OHA children. OHA also plans to use the single fund flexibility to proactively address training and employment development needs of residents in anticipation of upcoming long-term development projects like the development of the Oakland Army Base and the Oak to 9th/Brooklyn Basin project.
- Providing a Consistent Level of Security to Our Residents

- It is of critical importance to OHA's management strategies to provide consistent and effective security, through both physical design and law enforcement, to our residents. Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community policing services that positively impact OHA sites and the surrounding neighborhoods, and the department protects program integrity by managing the Fraud Investigations Unit.
- Expansion of Affordable Housing Opportunities
 - OHA uses its single-fund flexibility to leverage additional funding for the development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, OHA is able to invest in projects to expand the availability of new housing that is affordable for families spanning multiple levels of subsidy. OHA expects to use single-fund flexibility to continue investment in existing projects in the pipeline and to broaden assistance to possible development projects like 15th and Harrison, 94th and International, Brooklyn Basin and EC Reems.

Table 16: Describe the Activities that Will Use Only MTW Single Fund Flexibility

OHA enables the single fund flexibility for the activities that enhance the housing services provided under the traditional program and to adequately address needs of the local community. Through developing affordable housing, increasing resident capacity, and providing increased levels of security and public safety, OHA utilizes the single fund flexibility to extend the positive impact of MTW beyond housing. The OHA activities described below only rely on the single fund flexibility and no other MTW waiver or authorization.

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C. Local Asset Management Plan

Table 17: MTW Plan: Local Asset Management Plan		
Is the PHA allocating costs within statute?	<input type="text" value="Yes"/>	or <input type="text"/>
Is the PHA implementing a local asset management plan (LAMP)?	<input type="text"/>	or <input type="text" value="No"/>
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>		
Has the PHA provided a LAMP in the appendix?	<input type="text"/>	or <input type="text" value="No"/>
<p>PHAs should provide a brief summary of any changes in the Local Asset Management Plan in the body of the Plan.</p>		

Section VI. Administrative

A. Resolution signed by the Board of Commissioners adopting the Annual MTW Plan Certification of Compliance

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

On Motion of Commissioner: Marlene Hurd

Seconded by Commissioner: Janny Castillo

And approved by the following vote:

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

NAYS: 0

ABSTAIN: 0

EXCUSED: 0

ABSENT: 0

THE FOLLOWING RESOLUTION WAS ADOPTED:

NUMBER: 4666

**RESOLUTION ADOPTING THE FISCAL YEAR 2017 MOVING TO WORK
ANNUAL PLAN AND CERTIFICATIONS OF COMPLIANCE**

WHEREAS, the Oakland Housing Authority Board of Commissioners is required to submit to the U.S. Department of Housing and Urban Development (HUD) a "Moving to Work" (MTW) Annual Plan; and

WHEREAS, the Oakland Housing Authority (OHA) named its local MTW Program "Making Transitions Work"; and

WHEREAS, the Fiscal Year (FY) 2017 MTW Annual Plan provides OHA residents, the public and HUD with baseline information on OHA programs, proposed and previously approved MTW activities, and a budget for FY 2017; and

WHEREAS, the FY 2017 MTW Annual Plan identifies the areas in which OHA intends to use its participation in MTW to explore and test new and innovative methods to reduce costs and achieve greater cost effectiveness, provide incentives for families with children to become economically self-sufficient, and increase housing choices for low-income families in Oakland; and

WHEREAS, the Oakland Housing Authority gathered resident and community input during a 30-day written comment period, Resident Advisory Board (RAB) meetings held on February 4, 2016 and March 3, 2016, and a Public Hearing held on February 22, 2016; and

WHEREAS, the FY 2017 MTW Annual Plan has been finalized after giving consideration to comments received from the members of the RAB and from the public; and

WHEREAS, the Board of Commissioners must adopt a FY 2017 MTW Annual Plan prior to submission to HUD; and

WHEREAS, the Certifications of Compliance with the MTW requirements must be included with the MTW Annual Plan; and

WHEREAS, the Certification states that the FY 2017 MTW Annual Plan will be carried out in compliance with all applicable MTW regulations and requirements of the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, the FY 2017 MTW Annual Plan is in compliance with all HUD regulations.

**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 adopts the FY 2017 MTW Annual Plan; 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 Certifications of Compliance; and

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2017 MTW Annual Plan and Certifications of Compliance to the US 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 April 4, 2016.*



Eric Johnson, Secretary / Executive Director

ADOPTED: April 4, 2016

RESOLUTION NO. 4666

**Annual Moving to Work Plan
Certifications of Compliance**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 7/1/2016, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the City of Oakland, CA CA003

PHA Name

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Gregory Hartwig

Name of Authorized Official

Signature

Chairman, OHA Board of Commissioners

Title

Date

B. Dates the Annual MTW Plan was made available for public review

Beginning of Public Comment Period	February 3, 2016	
Notification sent to Community Partners	February 3, 2016	
Public Notice Published in Oakland Tribune	February 17, 2016	
Public Hearing at 1619 Harrison Street	February 22, 2016	Total Number of Attendees = 2
Resident Advisory Board Meetings	February 4, 2016 and March 3, 2016	Total Number of Attendees February Meeting = 13 March Meeting = 17
End of Public Comment Period	March 4, 2016	

C. Description of any planned or ongoing Agency-directed evaluations of the demonstration

Currently, OHA does not plan to use outside evaluators to measure MTW activities during FY 2017. Once the new business system is in place, OHA plans to solicit proposals from outside evaluators through a Request for Proposals (RFP) process to evaluate the proposed rent reform activities. OHA anticipates working with outside evaluators to begin a longitudinal study that will measure the impacts of the MTW activities from FY 2014 through FY 2019, one year past the expiration of the current MTW Agreement.

D. Annual Statement/Performance and Evaluation Report (HUD 50075.1)

The Annual Statement/Performance and Evaluation Report form HUD 50075.1 is included as an attachment.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary		PHA Name: OAKLAND HOUSING AUTHORITY		Grant Type and Number Capital Fund Program Grant No: CA01P00350116 Replacement Housing Factor Grant No: N/A Date of CFP: N/A		FFY of Grant: 2016 FFY of Grant Approval:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:)			
Summary by Development Account		Total Estimated Cost		Revised²		Total Actual Cost¹	
Line		Original	Obligated	Expend			
1	Total non-CFP Funds						
2	1406 Operations (may not exceed 20% of line 21) ³						
3	1408 Management Improvements						
4	1410 Administration (may not exceed 10% of line 21)						
5	1411 Audit						
6	1415 Liquidated Damages						
7	1430 Fees and Costs						
8	1440 Site Acquisition						
9	1450 Site Improvement						
10	1460 Dwelling Structures						
11	1465.1 Dwelling Equipment—Nonexpendable						
12	1470 Non-dwelling Structures						
13	1475 Non-dwelling Equipment						
14	1485 Demolition						
15	1492 Moving to Work Demonstration						
16	1495.1 Relocation Costs	\$6,513,733.00					
17	1499 Development Activities ⁴						

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 06/30/2017

Part I: Summary			
PHA Name: OAKLAND HOUSING AUTHORITY	Grant Type and Number Capital Fund Program Grant No: CA01P00350116 Replacement Housing Factor Grant No: N/A Date of CFFP: N/A	FFY of Grant: 2016 FFY of Grant Approval:	
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost¹
		Original	Obligated
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	\$6,513,733.00	
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Date 02/19/2016	Signature of Public Housing Director
			Date

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFFP Grants for operations.
⁴ RHF funds shall be included here.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

List of Appendices

Appendix A. Glossary of Acronyms

Appendix B. OHA's Planned Capital Fund Expenditures

Appendix C. Approved Project-Based Voucher Allocations

Appendix D. MTW Housing Inventory

Appendix E. Comments from the Resident Advisory Board

Appendix F. Evidence of Public Process

Appendix G: Updated Replacement Housing Factor Plan

APPENDIX A

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 Sheriff's 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".

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.

PHA – Public Housing Authority.

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.

SBHAP – Sponsor Based Housing Assistance Program.

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.

URP – Utility Reimbursement Payment. The monthly payment OHA makes to a household when the monthly utility allowance exceeds the tenant rent obligation.

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.

APPENDIX B

OHA's Planned Capital Fund Expenditures

FY 2017 Planned Capital Expenditures				
Public Housing	Development Name	Description of Work	# of Units	Projected Expenditure in FY 2017
	Harrison Tower	trash compactor replacement	101	\$250,000
	Adel Court	soft story retrofit	30	\$80,000
	Lockwood Gardens	parking lot repair and drainage upgrade	372	\$250,000
	Oak Grove Plaza North	comprehensive renovation	77	\$8,000,000
	Oak Grove Plaza South	comprehensive renovation	75	\$8,000,000
	Palo Vista Gardens	elevator repair, security enhancements, boiler repair	100	\$700,000
	Peralta Villa	security enhancements, parking lot repair	390	\$267,000
	Total Public Housing			\$17,547,000
	OAHP	Exterior Work		\$1,150,000
	OAHP PBS8	Unit Restoration	1554	\$10,000,000
	Total OAHP			\$11,150,000
	Administrative Buildings			
	1619 Harrison	Ele Overhaul		\$300,000
	Service Center	Painting of Building Exterior		\$175,000
		Roof Replacement		\$250,000
	East Dist. Office	ADA Front Entry/Remodel of Lobby Area		\$75,000
	Total Admin			\$800,000
	COCC and Other Depts			
	IT	Laserfiche Upgrade/Server		\$44,000
	State 6 Bldg	Full Modernization (Stair Replacement, Painting, Hard Surface Replacement, Interior Renovation, Landscaping)		\$500,000
	Finance	Copiers		\$25,000
	OHAPD	Vehicles, Radios, Interceptor		\$536,500
	Total COCC and Other Depts			\$1,105,500
Total MTW Funds				\$ 30,602,500

APPENDIX C

Approved Project-Based Voucher Allocations

Project-Based Voucher Allocations as of July 1, 2016				
Development Name	Date of Board Approval	# of PBV Units	Contract Date	Population Served
HAP contracts				
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
14 th St. Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Fairmount Apartments	10/24/2008	16	3/8/2010	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	5/24/2010	18	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	7	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	11	12/1/2010	Low Income Families / Mod Rehab Conversion
Foothill Family Partners	6/28/2010	11	8/1/2011	Low Income Families
St. Joseph's Senior Apts	5/29/2007	83	8/22/2011	Senior
*OHA Scattered Sites (1554)	7/27/2009	850	In Progress	Low Income Families / Public Housing Disposition
Lion Creek Crossings IV	4/28/2008	10	1/13/2012	Low Income Families
Savoy Phase 1	6/28/2010	55	2/14/2012	Special Needs
*Hugh Taylor house (35)	6/11/2011	32	5/8/2012	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	6/11/2011	45	6/7/2012	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6 th and Oak)	5/4/2009	50	6/27/2012	Senior
720 E 11 th Street Apts (aka Clinton Commons)	4/28/2008	16	10/2/2012	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	4/23/2007	11	11/15/2012	Senior
Kenneth Henry Court	4/11/2011	13	2/8/2013	Low Income Families
California Hotel Phases 1 and 2	2/28/2011	88	3/1/2013	Special Needs / Homeless / HIV/AIDS
James Lee Court	10/25/2010	12	3/21/2013	Low Income Families
Savoy Phase 2	6/28/2010	46	3/29/2013	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	5/4/2009	11	5/8/2013	Low Income Families
Oak Point Limited (OPLP)	10/25/2010	15	5/30/2013	Low Income Families
Drasnin Manor	10/25/2010	25	6/27/2013	Low Income Families
St. Joseph's Family Apts	10/25/2010	15	12/3/2013	Low Income Families
MacArthur Apts	10/25/2010	14	10/13/2013	Low Income Families
California Hotel Phase 3	2/28/2012	47	11/22/2013	Special Needs / Homeless / HIV/AIDS
Lion Creek Crossings V	10/17/2011	127	8/11/2014	Senior
Cathedral Gardens	5/23/2011	43	10/27/2014	Low Income Families
Lakeside Senior Apartments	1/23/2012	91	1/26/2015	Senior
Marcus Garvey Commons	4/11/2011	10	3/17/2015	Low Income Families

1701 Martin Luther King Jr. Way	5/20/2013	25	12/7/2015	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	2/28/2011	22	1/27/2016	Low Income Families
AveVista aka 460 Grand	3/16/2010	34	1/29/2016	Low Income Families
New NOFA Projects - PBV Existing		500		Low Income Families;special needs
Units under HAP Contract		2,780		
Conversion Projects				
*Harp Plaza (19)	5/24/2010	1	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	3	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	3	12/1/2010	Low Income Families / Mod Rehab Conversion
*OHA Scattered Sites (1554)	7/27/2009	704	In Progress	Low Income Families / Public Housing Disposition
*Hugh Taylor house (35)	6/11/2011	3	5/8/2012	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	6/11/2011	51	6/7/2012	Low Income Families / Mod Rehab Conversion
Units under HAP that will convert to PBV at turnover*		765		
AHAP Contracts				
11th and Jackson	11/30/2010	35	<i>in development</i>	Low Income Families
94th and International	10/17/2011	14	<i>in development</i>	Low Income Families
Units under AHAP Contract		49		
Conditional Awards				
Civic Center TOD	7/22/2014	10	<i>pending</i>	Special Needs / Homeless
Redwood Hill Townhomes	6/1/2015	11	<i>pending</i>	Low Income Families/Special Needs
3706 San Pablo Avenue	6/1/2015	10	<i>pending</i>	Low Income Families
New City NOFA Project(s)	6/1/2016			
Units with conditional award		31		
Total PBV Units Allocated		3,625		
* Conversion to PBV ongoing as units are currently occupied by HCV-assisted family				
Shading indicates units that we anticipate will be leased in FY2017				

APPENDIX D

MTW Housing Inventory

FY 2017 MTW Housing Inventory (Section 8 and Section 9 only)	
Beginning of FY 2017	
MTW PUBLIC HOUSING	
Large Family Sites	
Campbell Village*	154
Lockwood Gardens	372
Peralta Villa	<u>390</u>
	916
Designated Senior Sites*	
Harrison Towers	101
Adel Court	30
Oak Grove North	77
Oak Grove South	75
Palo Vista Gardens	<u>100</u>
	383
HOPE VI Sites*	
Linden Court	38
Mandela Gateway	46
Chestnut Court	45
Foothill Family Apts.	21
Lion Creek Crossings Phase 1	45
Lion Creek Crossings Phase 2	54
Lion Creek Crossings Phase 3	37
Lion Creek Crossings Phase 4	<u>21</u>
	307
TOTAL PUBLIC HOUSING	1,606
VOUCHER PROGRAM	
MTW	
General MTW HCV	12,858
TOTAL INVENTORY	14,464

* managed by third party property management firm

APPENDIX E

Comments from the Resident Advisory Board



Oakland Housing Authority

1619 Harrison Street • Board of Commissioners Room • 1st Floor • Oakland, CA • 94612

Resident Advisory Board Meeting
Thursday, February 4, 2016
5:00 p.m. – 7:00 p.m.

Agenda

- 5:00 p.m. - 5:10 p.m. Networking & Refreshments
- 5:10 p.m. - 5:15 p.m. Welcome, Introductions & Roll Call
- 5:15 p.m. - 6:10 p.m. OHA FY 2016 – 2017 MTW Annual Plan Presentation
- 6:10 p.m. - 6:20 p.m. NAHRO Presentation
- 6:20 p.m. - 6:30 p.m. The Pacific Southwest Regional Council of NAHRO
Annual Regional Conference Decision
- 6:30 p.m. - 6:40 p.m. Commissioner's Announcements
- 6:40 p.m. - 6:50 p.m. Civic Engagement Announcements
- 6:50 p.m. - 7:00 p.m. Public Comment & Closing

RAB Mission Statement: To ensure that Public Housing Residents and Section 8 Participants of the Oakland Housing Authority actively participate in the decision making process regarding OHA policies and procedures, are actively engaged in their community and are building leadership skills.

Resident Advisory Board
Thursday, February 4, 2016
Meeting Minutes

RAB Members in Attendance: Lillian Gibson, Johnnie Green, Bernice Jordan, William Mayes, Barbara Montgomery, Sharon Montgomery, Tina Moses, Sheliah Najeeullah, Brenda Shepherd, Bettye Lou Wright

Staff Members in Attendance: Lenita Wheeler (FCP), Shawn Johnson (FCP), Nicole Thompson (FCP), Jose Romero (FCP), Shanice Long (FCP), Patricia Wells (EO), Julie Christiansen (EO), and Dominica Henderson (EO).

Guests: Olivia Williams, Askale Afework, Danielle Mackey

Welcome, Introductions, and Roll

Ms. Bettye Lou Wright welcomed everyone and reminded members and guests that the meeting was being recorded and to please speak into the microphone. She continued by conducting roll call, asked guests and staff for their introductions and reviewed the agenda for the evening.

OHA FY 2016 – 2017 MTW Annual Plan Presentation

Ms. Dominica Henderson, Director of Planning, Implementation, and Compliance, presented a draft proposal for the FY2017 MTW Annual Plan and announced that the plan has been posted on the Oakland Housing Authority (OHA) website for the next 30 for the public to review and comment. Ms. Henderson stated that she will be back for the March RAB meeting to hear comments. She began her presentation with informing the group that MTW means Moving To Work and that 39 agencies participate in the demonstration. OHA has been an MTW agency since 2004. The rules for MTW are enforced and established by HUD. Our Executive Director, Mr. Eric Johnson, went to Washington DC to negotiate extending our MTW agreement and recently Congress extended our current MTW agreement through 2028. This allows OHA to participate in the Moving to Work demonstration for the next 10 years after our current agreement expires in 2018. This means we will have flexibility to spend our funds in different, more creative ways than traditional housing authorities.

Ms. Henderson also explained that as part of our MTW Agreement OHA must publish an Annual Plan and Report, detailing our accomplishments, in the summer and fall of each year. She stated that with the help of the OHA Senior Policy Analyst, Ms. Julie Christiansen, they develop the MTW Plan and the Admin Plan which outlines the policies of the Section 8 (Housing Choice Voucher) program. Ms. Henderson showed information illustrating the outline of the Annual Plan. The MTW Annual Plan includes roughly 30 activities which must meet at least one of the following statutory objectives: create activities that will increase housing choices; and/or increase cost effectiveness or incent families with children to obtain self-sufficiency.

Ms. Henderson stated that as an MTW Housing Authority, we are able to put all of our money together (Section 8, Public Housing, capital funds) in one pot and use this funding flexibility to expand the amount of housing provided to people across various programs to meet local needs. Some of these programs are the Maximizing Opportunities for Mothers to Succeed (MOMS) Program and Sponsor based Housing Assistance Program (SBHAP).

Ms. Henderson concluded her presentation and opened the floor for questions and comments.

Q. Ms. Tina Moses. I noticed OHA has two new senior sites, Oak Grove North and Oak Grove South. Can you expand on that?

A. Ms. Dominica Henderson. This section discusses challenges we may have to leasing as we implement a substantial rehabilitation of those sites, and HUD wants us to describe in

anticipated leasing challenges in the upcoming year. The rehabilitation of the Oak Grove South and the relocation of the tenants will possibly impact vacancy and leasing numbers impacting families served.

Q. Ms. Lillian Gibson. Do you anticipate that we are going to have some trouble that's worse than what it is now in Oakland?

A. Ms. Dominica Henderson. We are planning for the day the market gets worse. We see the shift happening, then analyze it, and propose our response in case it gets worse. Leased Housing has increased the payment standard to be a certain percentage of the fair market rent so we can go up to 110% whereas in past, we were at 90% - 95%. We also have proposed landlord incentive activities to help recruit and keep existing landlords in the program.

Q. Ms. Tina Moses. How do we keep residents from going out to other cities like Stockton, Modesto, and Antioch? Sometimes they just move back because there is nothing there for them?

A. Ms. Dominica Henderson. We can issue more project based vouchers which are attached to the unit versus tenant based vouchers which can move around with the tenant. The project based voucher means that subsidy is there for 15 or more years and guarantees the unit to be rented to a voucher household. This will minimize the chance that the family will be displaced by the different groups moving into Oakland.

Ms. Henderson spoke on two proposed activities - #17-01, Owner Incentives Program and #17-02, Automatic Rent Increase. To save time, the Leased Housing Department will grant an automatic rent increase to give an incentive to landlords to participate in the Section 8 program.

Q. Ms. Sharon Montgomery. Is there a possibility that some offsite landlords could become project based?

A. Ms. Dominica Henderson. OHA is currently planning to issue one or more RFQs to solicit new proposals for new project based sites. Existing OHA Landlords and new landlords may apply.

Q. Ms. Sharon Montgomery. Once they are admitted, will the timeframe change? Would that be a solid 15 year agreement?

A. Ms. Dominica Henderson. The 15 years are negotiable. They don't have to commit to 15. They can commit to less.

Ms. Henderson went on to explain the following sections of the document:

- Section IV of the Annual Plan illustrates the activities being implemented, and each one has to be tracked using the metrics described in the Plan.
- Section V deals with the budget and how we anticipate blending our funds to meet the vision and goals set by the senior management and Board of Commissioners.

Ms. Henderson explained the timeline of the public comment period which is from February 3, 2016 to March 4, 2016. The Plan will be approved by the Board on April 4, 2016 at the Board of

Commissioners Meeting. OHA will continue to negotiate with HUD how the agency calculates the number of families it serves. OHA will continue discussions on fair market rents from those that were published as market conditions change. OHA hopes to do more landlord recruitment and retention within the Section 8 program. OHA also has a no smoking policy that will be implemented in fiscal year 2017.

Next Meeting:
Thursday, March 3, 2016
5:00pm to 7:00pm
at 1619 Harrison St.
In the Board of Commissioners' Room
Adjournment



Oakland Housing Authority

1619 Harrison Street • Board of Commissioners Room • 1st Floor • Oakland, CA • 94612

Resident Advisory Board Meeting
Thursday, March 3, 2016
5:00 p.m. – 7:00 p.m.

Agenda

- 5:00 p.m. - 5:10 p.m. Networking & Refreshments
- 5:10 p.m. - 5:15 p.m. Welcome, Introductions & Roll Call
- 5:15 p.m. - 5:50 p.m. OHA FY 2016 – 2017 MTW Annual Plan Presentation
- 5:50 p.m. - 6:05 p.m. Alameda County Boards, Commissions, and Committees Presentation
- 6:05p.m. - 6:20 p.m. The PSWRC NAHRO Annual Regional Conference Selection Process Decision
- 6:20p.m. - 6:30 p.m. League of Women Voters of Oakland All-City Annual Luncheon
- 6:30 p.m. - 6:40 p.m. Commissioner's Announcements
- 6:40 p.m. - 6:50 p.m. Civic Engagement Announcements
- 6:50 p.m. - 7:00 p.m. Public Comment & Closing

RAB Mission Statement: To ensure that Public Housing Residents and Section 8 Participants of the Oakland Housing Authority actively participate in the decision making process regarding OHA policies and procedures, are actively engaged in their community and are building leadership skills.

Resident Advisory Board

Thursday, March 3, 2016

Meeting Minutes

RAB Members in Attendance: Joann Bernstine, Commissioner Janny Castillo, Henry Flowers, Lillian Gibson, Jessifer Johnson, Bernice Jordan, William Mayes, Delise Monroe, Sharon Montgomery, Tina Moses, Sheliah Najeeullah, Brenda Shepherd, Olivia Williams, Bettye Lou Wright

Staff Members in Attendance: Lenita Wheeler (FCP), Shawn Johnson (FCP), Nicole Thompson (FCP), Jose Romero (FCP), Shanice Long (FCP), Janis Rasar (FCP), Patricia Wells (EO), Julie Christiansen (EO), and Dominica Henderson (EO).

Guests: Henrine Cunningham, Danielle Mackey, Jawana Smith

Welcome, Introductions, and Roll

Ms. Tina Moses welcomed everyone and reminded members and guests that the meeting was being recorded and to please speak into the microphone. She continued by conducting roll call, asked guests and staff for their introductions and reviewed the agenda for the evening.

OHA FY 2016 – 2017 MTW Annual Plan Presentation and Comments

Ms. Dominica Henderson, Director of Planning, Implementation, and Compliance and Ms. Julie Christiansen, Senior Policy Analyst, presented the draft proposal for the FY2017 MTW Annual Plan to RAB members and guests. At the February RAB meeting, Ms. Henderson showed a slide presentation of the Annual Plan, and presented some of the major points from the Plan. She reiterated that in December 2015, Congress expanded the MTW (Moving To Work) demonstration to include an additional 100 agencies, and as part of MTW, with HUD approval, we are able to test policies that are different from the traditional regulations that are required by HUD of non-MTW housing authorities. Ms. Henderson explained that the Oakland Housing Authority (OHA) is able to waive regulations that other authorities have to abide by in order to create local programs that fit the needs of our local population. OHA has a contract/agreement with HUD that authorizes the agency to participate in the MTW through 2018, and Congress recently extended our current agreement through 2028.

The MTW Annual Plan consists of six parts:

- Section 1 is the Introduction;
- Section 2 provides general housing information;
- Section 3 is a proposal of new activities;
- Section 4 is the approved activities;
- Section 5 is the budget;
- Section 6 is the administrative section

The MTW 2017 Plan fiscal year goes from July 1, 2016 to June 30, 2017.

Ms. Henderson explained that the activities under MTW must meet one of three statutory objectives: increase housing choice, provide incentives for families with children to become economically self-sufficient, and/or achieve greater cost effectiveness. Additionally, there are statutory requirements and HUD monitors OHA's compliance with these requirements. One statutory requirement is that OHA serves substantially the same number and mix of families as

it did when it entered into the MTW demonstration. We refer to this as the baseline which is a measure of the number of families we should be serving and how many we actually serve during the Fiscal Year. Our housing portfolio includes 1606 public housing units, 12,858 vouchers, 587 of other MTW units, and 145 units of local programs. A chart was distributed illustrating the types of households we serve.

Ms. Henderson stated that OHA has proposed two new activities to gain new landlords and retain our current ones. The activities are the Owner Incentives Program, which includes features such as: a vacancy loss payment of up to two months of HAP, prequalifying units during inspection process to speed up the rental of a unit and a no-interest loan program for capital improvements to allow landlords to pay for improvements and money is paid back over the course of the lease.

Q. Ms. Sharon Montgomery. How many years do owners need to be in the program to receive this Alternative Inspection Schedule?

- A. Ms. Dominica Henderson. The Alternative Inspection Schedule is only offered if a landlord passes their first inspection. They will then be eligible to receive inspections every two years. If a unit does not pass, OHA will inspect the unit every year, but our hope is that landlords will prepare the property to ensure that it passes. This will result in fewer visits which will save OHA money and time and the landlord will not need to interact with us every year.

We are also proposing Activity # 17-02 which is an automatic rent increase based on industry indices. This will save time by allowing automatic rent increases for landlords on their contract anniversary (similar to a cost of living adjustment for some landlords).

Ms. Henderson stated that in 2010, an application was submitted to HUD to dispose of some senior sites, converting the units from public housing to nonprofit ownership with project-based assistance, still keeping them affordable. The application has sat with HUD since 2010 and has not been approved or rejected. OHA hopes HUD will respond by granting the approval. If approved, OHA will go through an extensive process to make sure no resident is displaced. Until the application is approved, we will discuss it as pending approval in the annual plan.

Ms. Henderson also explained that the Board of Commissioners will have a special meeting on April 4, 2016, to vote to approve the FY2017 MTW Annual Plan before its submission to HUD. OHA is currently negotiating items such as our baseline calculation methodology with HUD, which determines the minimum number of families OHA needs to serve under statutory requirements.

Q. Commissioner Janny Castillo. Does it go into details about what the baseline would consist of, is there a number of bedroom units we are required to have or specific income levels we have to serve? How deep does the calculation go?

- A. Ms. Dominica Henderson. We currently have a statutory requirement to serve the same number and mix of families that we would have served if our funds were not combined under MTW, and 75% of the families we serve have to be low income.

Q. Mr. Henry Flowers. What is your sense toward low income housing? Is it something that's a given because we will always have low income people or do we think because of the political climate that we need to make some drastic changes?

A. Ms. Dominica Henderson. We were glad to see Congress extended our current contracts, because even though there are some challenges, folks in Washington DC were able to agree on appropriations which sets the budget for the country, and our contract extensions were part of this process. The contract extensions will allow us to continue our business under MTW. Because it's an election year, it is very difficult to make predictions, but we are in a better place than last year because we have our contract extension. Budgets allocations were approved so we can plan. We know that Congress has approved appropriations for the fiscal year to continue to benefit low income families. Our Board of Commissioners and Executive Director will continue to advocate for the families that we serve.

Q. Henrine Cunningham. I have a question about the smoke-free environment. Does that include incense?

A. Ms. Dominica Henderson. I would imagine so since it is smoke-free policy, but I think it is only tobacco products. They are including smoke-free products such as the E-cigarettes, and vapor pens.

Q. Ms. Sharon Montgomery. I have two questions. The first is, who do we submit our landlord suggestions to? Do the landlords need to submit requests for the market rate increases?

A. Ms. Dominica Henderson. Existing landlords are the ones that would qualify to receive an automatic rent increase and have to meet certain criteria. The automatic rent increases do not apply to new landlords, but is an incentive to existing landlords to keep them participating. It's not an application process, if they qualify, then the landlords would be notified of the option to get the automatic rent increase on their contract anniversary date.

Q. Ms. Sharon Montgomery. If they qualify for it, they would in fact receive a letter of the market rate increase and their checks would be going up?

A. Ms. Dominica Henderson. I'll invite Julie up to explain the details of the automatic rent increase procedures.

Ms. Julie Christiansen. I'll answer the second question first. OHA will look at various market indices and set a percentage for the automatic rent increase. Landlords that qualify will receive a letter at their annual contract renewal advising them of the rent increase. If they accept it, then OHA will still do a rent reasonableness assessment, but it will be a shorter more efficient process.

Ms. Dominica Henderson. I'll answer your first question about who should you send the landlord incentive ideas to, I think this slide is in the packet. Call Julie or me with your ideas or email them to mtw@oakha.org, or discuss them with the Executive Office.

Q. Ms. Lillian Gibson. First, I want to commend HUD for this incentive program because of the rising cost of housing and the fact that we are in a housing crisis, you need to

do what you can to take part in this program. I also commend you for the MOMS Program, and continuing that.

Next Meeting:
Thursday, April 7, 2016
5:00pm to 7:00pm
at 1619 Harrison St.
In the Board of Commissioners' Room
Adjournment

APPENDIX F

Evidence of a Public Process

Oakland Tribune

1970 Broadway, Suite 100
Oakland, CA 94612
510-723-2850

2053009

OAKLAND HOUSING AUTHORITY
ATTN: ACCOUNTS PAYABLE
1619 HARRISON STREET
OAKLAND, CA 94612

PROOF OF PUBLICATION**FILE NO. Kimberly Low FY 2017 MTW**

In the matter of

Oakland Tribune

The Oakland Tribune

I am a citizen of the United States; I am over the age of eighteen years, and not a party to or interested in the above-entitled matter. I am the Legal Advertising Clerk of the printer and publisher of The Oakland Tribune, a newspaper published in the English language in the City of Oakland, County of Alameda, State of California.

I declare that The Oakland Tribune is a newspaper of general circulation as defined by the laws of the State of California as determined by this court's order, dated December 6, 1951, in the action entitled In the Matter of the Ascertainment and Establishment of the Standing of The Oakland Tribune as a Newspaper of General Circulation, Case Number 237798. Said order states that "The Oakland Tribune is a newspaper of general circulation within the City of Oakland, and the County of Alameda, and the State of California, within the meaning and intent of Chapter 1, Division 7, Title 1 [§§ 6000 et seq.], of the Government Code of the State of California." Said order has not been revoked, vacated, or set aside.

I declare that the notice, of which the annexed is a printed copy, has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to wit:

02/17/2016

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated: February 18, 2016



Public Notice Advertising Clerk

Legal No.

0005659550

**Announcement
and Notice of
Public Hearing**

The Oakland Housing Authority (OHA) has published the draft Fiscal Year (FY) 2017 Moving to Work (MTW) Annual Plan. Included in the MTW Annual Plan are changes to the Admissions and Continued Occupancy Policy (ACOP) for the Public Housing program and the Administrative Plan for the Housing Choice Voucher program. OHA will hold a public hearing on **February 22, 2016 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

Public Hearing Date: Monday, February 22, 2016
Time: 6:00 PM
Location: Commissioners' Room,
1619 Harrison Street, Oakland, CA 94612
Telephone: (510) 874-1512 or (510) 874-1517

In addition, written comments on the draft FY 2017 MTW Annual Plan, ACOP, or the Administrative Plan will be accepted through 4:30 PM on Friday, March 4, 2016. Written comments should be addressed to Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612, or may be submitted by email to mtw@oakha.org.

OHA's FY 2017 MTW Annual Plan is intended to provide information on OHA's programs and policies, including both approved and proposed MTW activities, operating budgets and capital investment plans.

Copies of the draft FY 2017 MTW Annual Plan can be found on the Oakland Housing Authority's web site at www.oakha.org or by calling (510) 874-1512.

Language translation services are available in 151 languages at all offices at no cost.

所有辦公地點都會免費提供151種的外語翻譯服務。

Los servicios de traducción en 151 idiomas están disponibles en todas las oficinas sin ningún costo.

Chương trình thông dịch đầy đủ cho tới 151 tiếng nói miễn phí cho quý vị đang có tại nhiều văn phòng gần đây.

To request interpretation services call (510) 874-1653.
TDD number (510) 832-0633

OT #5659550; Feb. 17, 2016



February 3, 2016

Announcement and Notice of Public Hearing

The Oakland Housing Authority (OHA) has published the draft Fiscal Year (FY) 2017 Moving to Work (MTW) Annual Plan. Included in the MTW Annual Plan are changes to the Admissions and Continued Occupancy Policy (ACOP) for the Public Housing program and the Administrative Plan for the Housing Choice Voucher program. OHA will hold a public hearing on **February 22, 2016 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

Public Hearing Date: Monday, February 22, 2016

Time: 6:00 PM

Location: Commissioners' Room, 1619 Harrison Street, Oakland, CA 94612

Telephone: (510) 874-1512 or (510) 874-1517

In addition, written comments on the draft FY 2017 MTW Annual Plan, ACOP, or the Administrative Plan will be accepted through 4:30 PM on Friday, March 4, 2016. Written comments should be addressed to Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612, or may be submitted by email to mtw@oakha.org.

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Comments Received During the Comment Period

During the February 22, 2016 Board of Commissioners meeting, a tenant brought forth an issue regarding the Section 8 Voucher program that prohibits a tenant from taking tenancy and rental assistance on a property that is owned by a family member.

Comments Received From the Resident Advisory Board

	Comment	Response
Comment 1	Please clarify what is intended for the units that are described in Section II.A.2. as planned to be removed during the fiscal year. Does this mean OHA will demolish the sites?	The Oakland Housing Authority ("OHA") submitted an application to HUD in 2010 for disposition of five senior sites. This application was for disposition only and does not request approval for demolition, and in fact was an effort to preserve these units for future generations of seniors through the Section 8 project based program. Section II.A.2. reiterates OHA's request to remove these units from the public housing program and dispose of them to a partnership.
Comment 2	OHA should provide stipends to resident representatives or RAB members to attend community meetings with realtors, brokers, and property managers to help advertise the landlord incentive program and recruit new landlords.	Thank you for your comment. OHA is not prepared to adopt this strategy at this time, but it will consider the suggestions for future revisions of the Owners Incentive Program.

APPENDIX G

Replacement Housing Factor Plan

**Oakland Housing Authority
Updated Replacement Housing Factor Plan**

First Increment Funding

OHA has received first increment RHF funds as a result of the disposition of 87 public housing units at the former Tassafaronga site and 1,615 public housing units at scattered sites. OHA plans to utilize these RHF funds pursuant to Option 3 of OHA's MTW Agreement. OHA intends to combine RHF funds into the MTW Block Grant, accumulate the RHF grants for five years, and be eligible for Demolition or Disposition Transitional Funding (DDTF) funds. OHA needs to accumulate the RHF grants in order to have sufficient funds to develop new affordable housing units.

The subject grants are:

Grant Number	Amount	Project – Increment
CA39R003501-11	\$3,883,253	Tassafaronga (87 units) – year 2 of 5 Scattered Sites (1,615 units) – year 1 of 5
CA39R003501-12	\$3,611,056	Tassafaronga (87 units) – year 3 of 5 Scattered Sites (1,615 units) – year 2 of 5
CA39R003501-13	\$3,872,187	Tassafaronga (87 units) – year 4 of 5 Scattered Sites (1,615 units) – year 3 of 5
CA39R003501-14	\$3,703,384	Tassafaronga (87 units) – year 5 of 5 Scattered Sites (1,615 units) – year 4 of 5
CA39R003501-15	\$3,469,991	Scattered Sites (1,615 units) – year 5 of 5
<i>Total 1st Increment</i>	<i>\$18,593,871</i>	

This funding will be used to fill gaps in financing as needed to develop affordable housing units at the following five sites located in Oakland, California. OHA will ensure that the requisite number of affordable housing units required under the "Proportionality Test" will be developed. OHA is using RHF funds to develop up to 418 affordable housing rental units at development sites in the order that the sites are listed below:

1. Lion Creek Crossings Phase V (128 senior units) - complete
2. Lakeside Senior Apartments (92 senior units) - complete
3. Ave Vista (68 family units) – complete
4. Prosperity Place (71 family units) – in progress
5. 94th and International (59 units) – in progress

It is OHA's understanding from the information posted on the HUD Capital Fund webpage that the obligation end date for these funds will be April 12, 2017 and the disbursement end date will be April 12, 2019. OHA will easily meet the newly established obligation and disbursement deadlines.