



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-5000

OFFICE OF PUBLIC AND INDIAN HOUSING

February 22, 2023

Patricia Wells
Executive Director
Oakland Housing Authority
1619 Harrison Street
Oakland, CA 94612

Subject: Acceptance of FY2022 Annual Moving to Work Report

Dear Ms. Wells:

The Department of Housing and Urban Development has completed its review of the Oakland Housing Authority's FY2022 Annual Moving to Work (MTW) Report, which was submitted on September 28, 2022. I am pleased to inform you that OHA's FY2022 Annual MTW Report is accepted.

Please note, while HUD is supportive of OHA's efforts, this acceptance does not necessarily constitute an endorsement of any particular policies described in the Report. In providing assistance to families under programs covered by this Report and the corresponding Plan, OHA must comply with the rules, standards and policies established in the Plan as well as all applicable federal requirements other than those provisions of the 1937 Act waived by the MTW Agreement. Also, the approved Plan, accepted Report, and all required attachments and documents should be available for review and inspection at OHA's principal office during normal business hours.

Please contact Pravin Krishnan, Senior Housing Innovations Specialist, at pravin.m.krishnan@hud.gov if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "John M. Concannon".

John Concannon
Moving to Work Acting Program Director
Office of Public Housing Investments

cc:

Gerard Windt, San Francisco Regional Office
Sapna A. Talati, San Francisco Regional Office

Making Transitions Work

ANNUAL REPORT



Oakland Housing
Authority

FISCAL YEAR 2022

JULY 1, 2021 – JUNE 30, 2022

Oakland Housing Authority

Fiscal Year 2022 MTW Annual Report

Board of Commissioners

Anne E. Griffith, Chair
Gregory D. Hartwig, Vice Chair
Janny Castillo
Lynette Jung Lee
Barbara Montgomery
Mark J. Tortorich
William Mayes

Patricia Wells, Executive Director

Senior Staff:

Duane Hopkins, Chief Officer of Program and Finance Administration
Kris Warren, Acting Chief Operating Officer
Brandon White, Director of Information Technology
Bruce Brackett, Director, Capital Improvements
Alan Love, Director, Police Services
Drew Felder, Director, Human Resources
Michelle Hasan, Director, Leased Housing
Dominica Henderson, Director, Planning, Implementation, and Compliance
Anna Kaydanovskaya, Director, Asset Management
Victor Madamba, Director of Finance
Mark Schiferl, Director, Property Management
Nicole Thompson, Director, Family and Community Partnerships

Prepared by: Julie Christiansen

With additional contributions from Teela Carpenter, Joetta Farrow, Ahmed Karimi, Vicki Kolen, Carmella Farr, Clint Loftman, Deni Adaniya, Erika McLitus, Melissa Benik, Greer McVay, Anders Lee, Jose Romero and Jonathan Young.

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

Oakland Housing Authority

Fiscal Year 2022 MTW Annual Report

Table of Contents

<u>Section I. Introduction</u>	6
<u>Section II. General Housing Authority Operating Information</u>	11
<u>Table 1: New Project-Based Vouchers (Planned versus Actual)</u>	14
<u>Table 2: Actual Existing Project-Based Vouchers</u>	16
<u>Table 3: Other Changes to the Housing Stock that Occurred</u>	25
<u>Table 4: General Description of Actual Capital Fund Expenditures</u>	26
<u>Table 5: Actual Number of Households Served at FYE</u>	31
<u>Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing</u>	33
<u>Table 7: Actual Waiting List Information</u>	34
<u>Table 8: Actual Changes to Waiting List in Plan Year</u>	34
<u>Table 9: 75% of Families Assisted are Very-Low Income</u>	35
<u>Table 10: Maintain Comparable Mix</u>	35
<u>Table 11: Number of Households Transitioned to Self-Sufficiency</u>	36
<u>Section III. Proposed MTW Activities: HUD Approval Requested</u>	38
<u>Section IV. Approved MTW Activities: HUD Approval Previously Granted</u>	39
<u>Table 12: Approved MTW Activities</u>	39
<u>Table 13: Implemented Activities</u>	42
<u>Activity #17-01 Outcomes</u>	43
<u>Activity #15-01 Outcomes</u>	46
<u>Activity #15-02 Outcomes</u>	48
<u>Activity #14-01 Outcomes</u>	50
<u>Activity #12-01 Outcomes</u>	54
<u>Table 14: Number of PBV Units Awarded above 25% Cap</u>	54
<u>Activity #11-01 Outcomes</u>	58
<u>Activity #11-02 Outcomes</u>	60
<u>Activity #11-03 Outcomes</u>	62
<u>Activity #11-05 Outcomes</u>	64
<u>Activity #10-01 Outcomes</u>	74
<u>Activity #10-02 Outcomes</u>	75
<u>Activity #10-03 Outcomes</u>	77
<u>Activity #10-04 Outcomes</u>	78

<u>Activity #10-05 Outcomes</u>	79
<u>Activity #10-06 Outcomes</u>	81
<u>Activity #10-08</u>	87
<u>Activity #10-09 Outcomes</u>	90
<u>Activity #08-01 Outcomes</u>	92
<u>Activity #06-01 Outcomes</u>	94
<u>Activity #06-02 Outcomes</u>	96
<u>Activity #06-03 Outcomes</u>	97
<u>Table 15: Approved MTW Activities Not Yet Implemented</u>	98
<u>Activity #20-01</u>	98
<u>Activity #17-02</u>	99
<u>Activity #13-01</u>	100
<u>Table 16: Approved MTW Activities on Hold</u>	101
<u>Activity #10-07</u>	101
<u>Activity #09-01</u>	101
<u>Activity #09-02</u>	102
<u>Section V. Sources and Uses of Funding</u>	102
<u>Table 17: Actual Sources and Uses of MTW Funding</u>	109
<u>Table 18: Local Asset Management Plan</u>	112
<u>Section VI. Administrative</u>	113
<u>Appendices</u>	114
<u>Appendix A. Project-Based Voucher Allocations</u>	115
<u>Appendix B. Overview of Other Housing</u>	119
<u>Appendix C. Affordable Housing Development Activities</u>	121
<u>Appendix D. MTW and Non MTW Housing Stock Inventory</u>	123
<u>Appendix E. Glossary of Acronyms</u>	126

Message from the Executive Director



As FY 2022 drew to a close and the pandemic showed signs of decline, we were excited to see our activities starting to increase with more in-person engagement with our clients and each other. The Annual Report showcases the talent, outcomes and enthusiasm of the OHA family, collectively and through our partners, as we worked to house our families. FY 2022 proved to be an exciting year filled with accomplishments, new partnerships, challenges and learning opportunities. The multiple waves of COVID-19 and new variants exacerbated existing challenges for housers such as the lack of supply of all housing, especially housing that is affordable. In response, OHA and the City of Oakland enthusiastically signed on to participate in the Biden-Harris administration's initiative *House America: An All-Hands-On-Deck Effort to Address the Nation's Homelessness Crisis*. The team also worked to deploy new special purpose vouchers awarded to assist populations most affected by these challenges. We continued to employ proven methods to address

pandemic-related obstacles through evidence-based health protocols, innovative and rapid-response supportive services programs, and fiscal management that prioritized long-term solvency in an uncertain climate. As we look back on the year in review, we celebrate OHA's ability to expand our existing programs and quickly explore new opportunities to serve our population during a time of heightened health, economic, and community safety concerns. We also value the lessons learned from our achievements as well as the times where we fell short of our goals and use that knowledge going forward to adapt our operations and policies to produce strong outcomes, while ensuring the health and safety of our staff and the residents who call our communities home.

During the year OHA fostered many meaningful partnerships to provide our residents with an array of services because we believe housing stability requires a holistic approach. Home is security. Home is safety. Home is opportunity. It is a place of refuge, calm, and belonging. Safe and accessible housing has the power to transform communities into thriving centers of opportunity. To further our partnerships, OHA worked with new entities such as the Federal Communications Commission and Comcast in order to provide strong digital access and internet connectivity to more residents and the Stephen and Ayesha Curry's Eat. Learn. Play. Foundation to promote nutrition, education, and physical activity in children. OHA also continued existing partnerships to provide hot lunches to residents, connect hundreds of residents to COVID-19 vaccines and booster clinics, deliver fresh groceries, host a score of job fairs and encourage community building with residents by opening common areas for games and arts and crafts. This past year, more than ever, amplified the idea that home defines the present and determines the future as a foundation of strong, thriving, equitable communities. All of the services that we offered were an important part of creating those communities and stable homes that will secure the successful futures and the health of all Oakland Housing Authority residents.

I would like to take this opportunity to thank our HUD partners for providing the critical resources and support necessary to reduce homelessness and housing insecurity, Oakland Mayor Libby Schaaf and the City of Oakland for the fervent advocacy and creativity to identify housing solutions on behalf of low-income families, our Alameda County partners and Continuum of Care leadership team for remaining nimble and focused on our collective goals, the contingent of Bay Area regional housing

authorities for an open and collaborative approach that lifts all boats, and importantly, the dedicated public servants that make up the staff team of OHA who delivered vital services to the Oakland community during an eventful and productive year.

Section I. Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2022 Moving to Work Annual Report. As one of 39 original participants and with 80 expansion agencies in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, OHA has the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. As a MTW demonstration participant, OHA uses the flexibility of the program, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, as an opportunity to design its services to address specific and local market conditions and the needs of our residents. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, achieving goals of employment, education, housing stability and self-sufficiency while promoting and supporting strong communities and neighborhoods.

On March 31, 2004, HUD and OHA executed an MTW Demonstration Agreement governing the terms and conditions under which HUD authorized OHA to participate in MTW through March 30, 2011. On February 4, 2009, HUD and OHA executed an Amended and Restated MTW Agreement revising the terms and conditions of the agreement and extending OHA's participation in the MTW Demonstration Program through June 30, 2018. The FY 2016 Appropriations Act ("the Act"), Section 239 (Public Law 114-113), instructed HUD to extend the existing Agreements with current MTW agencies and expand the MTW demonstration program by an additional 100 high-performing Public Housing Agencies over a period of seven years. The Act also stipulated that a Research Advisory Committee (RAC) be formed to advise the Secretary of HUD on specific policy proposals and methods of research and evaluation for the demonstration. In May 2016, OHA's Board of Commissioners approved a ten-year extension of the MTW Agreement with HUD, extending the contract through 2028 with the same terms and conditions as authorized by the Act and the MTW Agreement. This extension will allow OHA to continue its localized housing programs with innovations removing barriers to housing for the households served. Currently, there are 109 MTW PHAs nationwide and HUD plans to expand the program to an additional 30 PHAs by 2022.





Map of MTW agencies across the US

In accordance with the MTW Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA’s MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget as well as an analysis of changes that occurred during the period between July 1, 2021 and June 30, 2022.

As part of the demonstration, the United States Congress established the following five statutory requirements and three statutory goals for MTW:

Statutory Requirements	Statutory Objectives
<ul style="list-style-type: none"> ➤ Assist substantially the same total number of eligible low-income families under MTW as would have been served absent the demonstration ➤ Maintain a mix of families (by family size) comparable to those they would have served without the demonstration ➤ Ensure that at least 75 percent of the families assisted are very low-income ➤ Establish a reasonable rent policy to encourage employment and self-sufficiency ➤ Assure that the housing the agencies provide meets HUD’s housing quality standards 	<ul style="list-style-type: none"> ➤ 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

In compliance with the MTW Agreement, the activities in the FY 2022 MTW Annual Report meet the statutory requirements as well as at least one or more of the statutory objectives. The Report details the overall progress staff made to fully integrate statutory requirements and strategic goals into daily activities to serve as many families as possible within the constraints imposed by the local market.

FY 2022 Overview

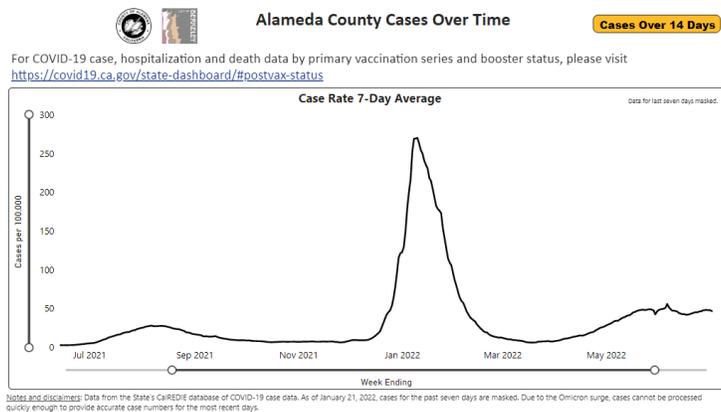
After a year of unprecedented upheaval due to the global COVID-19 pandemic OHA continued to adhere to local, state and national guidance regarding sheltering in place, remote working conditions and made efforts to provide a safe, yet highly functional and customer service focused approach to operations. FY 2022 brought hope that COVID-19 cases would become more manageable with vaccines and boosters becoming more widely available, but it also brought new challenges to the forefront with new variants of the virus that emerge. These variants presented different challenges, as symptoms and severity morphed, as did the CDC recommendations. Using the groundwork laid during the previous year OHA issued extensive regular communication, resources and supports for both residents and staff as the environment and recommendations evolved. Measures put in place during 2020 and 2021 such as personal protective equipment (PPE), teleworking, virtual briefings and contactless inspections continued into FY 2022 and remained in place as OHA awaited health officials recommendations to return to normal operations. OHA was proactive and created the PPE supply closet to provide over 700 residents with emergency supplies, while also providing up to date information on who is eligible for boosters, and hosting vaccine and booster clinics. OHA continued tracking infection rates and adjusted activities accordingly providing in person support for residents while following COVID-19 protocols like masking up and social distancing.



OHA remained ready to shift gears and quickly respond to unexpected situations, while also methodically moving forward to achieve overall agency priorities and objectives. These objectives were centered on: 1) Effective use, stewardship and oversight of OHA's financial resources which includes supplemental resources through efficient program administration; 2) Provide effective and targeted programming to support Oakland's changing needs and hardest hit, most vulnerable populations while continuing existing successful initiatives; 3) Maintain and fully utilize all OHA controlled and managed physical assets while improving the portfolio to high quality industry standards – this includes engaging partners to extend housing

CASES OVER TIME

[Mobile Version](#)



resources through partnerships, development of new housing resources and creative use of underutilized housing resources; and 4) Leadership, infrastructure, tools, research and education to assist staff to achieve OHA objectives and goals in a dynamic work environment as the pandemic evolves. The overall impact of COVID intensified the urgency and the need for permanent housing solutions for homeless individuals and families and the FY 2022 MTW Report will demonstrate the effectiveness of OHA's response during the year.

OHA leadership, through its COVID Incident Command Team, paid close attention to the undulating patterns evidenced by the Office of Emergency Services data, and decided to maintain hybrid working conditions at its administrative buildings and residential properties. Additionally, OHA sponsored vaccine events for residents and staff for all eligible-aged community members.



In addition to administering an effective COVID prevention and response plan, OHA also deployed quick response strategies to assist homeless families through partnerships with the City of Oakland, the Alameda County Health Care Services Agency, and with non-profit providers. By expanding the Sponsor-based Housing Assistance Program (SBHAP) and creating the Building Bridges Key to Home initiative, OHA served more than 63 additional unhoused families adding to the overall strength and impact of the local, non-traditional (LNT) MTW programs.

Recognizing the overwhelming need to assist the most vulnerable populations, at the beginning of the year OHA began rigorous efforts to lease an allocation of 515 Emergency Housing Vouchers (EHVs) to assist vulnerable individuals and families experiencing or at high risk of homelessness. An interdepartmental team managed the placement and utilization of EHVs with 231 vouchers leased by the end of the FY. OHA staff led the effort to execute a county-wide Memorandum of Understanding (MOU) to memorialize the important, inter-jurisdictional collaboration to lease approximately 864 Emergency Housing Vouchers throughout Alameda County. In July 2021, OHA drafted and received



approval from the Board of Commissioners to execute a MOU with the Alameda County Continuum of Care and other local area housing authorities to implement the EHVs. During the same month, HUD also approved application of MTW waivers and flexibilities to EHVs. OHA took seriously the need to use incentives to encourage strong landlord partnerships, make service and resource connections for families, and address the barriers and physical and psychological burdens of homelessness using MTW and other HUD-

sanctioned regulatory waivers. Strategies pioneered to expand use of existing technology to receive digital applications and referral submissions proved to be efficient and successful and later were replicated as part of the implementation process for the Authority's first allocation of Foster Youth to Independence (FYI) vouchers.

The FYI initiative made Housing Choice Voucher (HCV) assistance available to PHAs in partnership with Public Child Welfare Agencies (PCWAs). Under FYI, OHA provided housing assistance on behalf of youth at least 18 years and not more than 24 years of who left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in Section 475(5)(H) of the Social Security Act and are homeless or are at risk of becoming homeless. An FYI voucher issued to such a youth may only be used to provide housing assistance for the youth for a maximum of 36 months, with an additional 24 months of assistance if the youth is enrolled in a Family Self-Sufficiency (FSS) program. In addition to providing rental assistance, youth must be provided supportive services to assist the young person on their path to self-sufficiency.



OHA was awarded 49 FYI vouchers through HUD in 2021 which became effective in March 2022 and partnered with Alameda County Social Services (ACSSA), Beyond Emancipation, and Lao Family

Community Development Inc. to develop an implementation framework for this new program. Staff replicated the referral and application process from the EHV deployment to reduce delays, with a fully digital, single submittal process. Staff created resources for participants, including a guide that provided tips for first-time renters. OHA launched the program in April 2022 and received referrals and applications from eligible families and individuals. OHA also applied MTW flexibilities to this non-MTW program as a means of supporting participants who exited the foster care system. While no voucher holders leased during FY 2022, the staff team worked diligently to create the program infrastructure and expected to see leasing numbers increase in FY 2023.

OHA remains dedicated to providing quality and affordable housing to low income families in Oakland, California. The FY 2022 MTW Annual Report describe the strategies OHA used to fulfill its commitment to increase housing choice and affordability, and how the Authority reached a 98% preliminary baseline number of families served. Information and data collected on the progress OHA made toward implementing 22 of the 27 approved activities are included in Section IV.

The FY 2022 MTW Annual Plan and Report are available on OHA's website at www.oakha.org

Section II. General Housing Authority Operating Information

A. Housing Stock Information

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

Public Housing

The public housing portfolio maintained over 98% occupancy rate overall and staff aggressively pursued applicants on the waitlists to fill any open vacancies. In FY 2022, OHA continued the substantial rehabilitation of Oak Grove North and Oak Grove South - a 151-unit senior housing development comprised of two buildings. There are 76 units in Oak Grove North including a manager's unit and 75 units in Oak Grove South including a manager's unit. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process. At the end of FY 2022, OHA completed the substantial rehabilitation of Oak Grove North and Oak Grove South and previously relocated residents moved back into the newly rehabbed sites.



Harrison Towers

Harrison Towers was also approved for disposition. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays securing the tax exempt bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. Through much of the fiscal year, OHA undertook a comprehensive peer review of the structural engineering plans to upgrade the building and significantly improve seismic safety. As a result of strategic discussions between agency leadership and the Board, changes were made to the project team to implement changes to the seismic retrofit program. All project consultants, including architectural, engineering, environmental assessment and relocation, are fully re-engaged. The revised targeted closing date is spring 2024.

OHA planned on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers, but were unable to complete these during the FY. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects.

Local, Non-traditional Programs

Sponsor Based Housing Assistance Program

OHA administered existing programs and continued implementation of new local programs during the FY. Existing programs such as the Sponsor Based Housing Assistance Program (SBHAP), launched in 2010, in partnership with the City and expert providers, offered housing assistance to 1) chronically

homeless individuals from encampments, 2) formerly incarcerated individuals recently released from San Quentin prison, and 3) emancipated foster youth exiting the juvenile justice system. This program has the capacity to serve up to a maximum of 140 households per month and OHA averaged 91 households served monthly.

Parents and Children Together (PACT)

The Parents and Children Together (PACT) program evolved from a program serving primarily mothers exiting the criminal justice system to a citywide family unification program that includes any parent exiting the Santa Rita County Jail system that is enrolled in a reentry program designed and facilitated by the Alameda County Sheriff's Office (ACSO). OHA accepted referrals from the ACSO and provided service-enriched housing to facilitate reuniting parents with their children in stable and safe housing. The program has capacity to serve 20 families per month in a transitional housing environment for 18 months as participants complete the program they started while they were incarcerated. Upon successful completion, they are offered the option to transition into an available OHA managed PBV unit. In FY 2022, OHA served an average of 13 families through PACT.

Building Bridges

The Building Bridges initiative, which uses partnerships with the City, Alameda County, and experienced community-based organizations to provide housing assistance to underserved populations, continued operations in FY 2022, but experienced some challenges with staff turnover and decreased utilization. Additionally, Oakland's plan to renovate a large site remained on hold due to COVID-19 related delays and shifting priorities. This program seeks to extend and leverage existing support through systems alignment to increase the chance of sustained success and long-term positive outcomes for these families. The BB SRO program has a capacity, when all sites are renovated and ready, to serve 289 families through a service-enriched SRO model. The shared housing and transitional housing units are reserved to house veterans, homeless and foster youth. OHA provided a monthly operating subsidy for each occupied bedroom/apartment that is based on a formula whereby OHA pays 75 percent of the rent and the eligible resident pays up to 25 percent of the rent.

The **BB CalWORKs** program is designed to provide local housing assistance for one to two years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing the housing and improving outcomes for families and children. During FY 2022, OHA housed families referred from ACSSA. ACSSA provided wrap around case management services to address employment barriers and assisted participants with access to other necessary community resources. Upon successful program completion, program participants were referred to eligibility screening for a HCV. This program has the capacity to serve up to 50 families per month and in FY 2022, OHA averaged 24 families assisted per month.

BB THP+ is a short-term program designed to extend the runway of assistance and help create a pathway to economic stability for people exiting the foster care system. OHA utilized the County of Alameda's 2017 RFP as the competitive selection process to award housing assistance funding to First Place for Youth (FPY). The award of funding resulted in an executed contract between OHA and FPY to provide rental housing assistance for low-income THP+ participants for up to five years. The service provider assists program participants through direct referral. The program capacity can serve up to 50 families per month and in FY 2022 OHA served 25 families per month.

BB-Key To Home (BB-KTH) is a new program where OHA partnered with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to up to 23 families through a new local housing assistance pilot program. The program provided a coordinated exit for families with children out of Project Roomkey interim housing in to more long term supportive housing managed by a third-party homeless service provider and property manager contracted by OAHPI to provide resident community services and property management. The program has a tiered tenant rent structure based on Area Median Income (AMI). Program participants pay a flat rent based on AMI income category and sign an annual lease. Supportive services and case management are provided by HCSA and Housing Consortium of the East Bay (HCEB). OHA plans to continue the program for a minimum of 15 years with an option to extend for 5 years, provided funding availability. The program served an average of 15 families per month during the FY.

Development of New Affordable Units

During FY 2022, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Projects 1 and 2 at Brooklyn Basin were fully leased adding 211 affordable units, 132 of which are assisted with PBV subsidy. In May 2022, construction was completed at Foon Lok West (Project 3) and leasing was initiated for 130 family units. At FY end, OHA closed all construction financing for Foon Lok East (Project 4). OHA provided an acquisition bridge loan and a predevelopment loan for 285 12th Street, a planned 65-unit affordable housing building on a currently vacant parcel.

See appendix B for an overview of housing developed using mixed financing and low-income housing tax credits (LIHTC). Overall, OHA has developed over 2,000 units in mixed finance sites, of which 1,084 units use only LIHTC and/or non-traditional (public housing or HCV) subsidies.



Brooklyn Basin – Vista Estero

Housing Choice Vouchers

The majority of OHA's housing assistance was delivered in the form of a tenant-based voucher. OHA has the capacity to serve 13,107 families through a HCV program, with about 11,720 of those families served using a traditional tenant-based or project-based subsidy. Approximately 101 of the vouchers are reserved for the Family Unification Program, 85 are reserved for the Non Elderly Disable (NED) program. Non-MTW vouchers are comprised of 212 vouchers for the Mainstream program, 49 vouchers are allocated for the Foster Youth to Independence (FYI) programs and 515 vouchers are allocated for the Emergency Housing Voucher (EHV) program. Additionally, OHA administers approximately 69 vouchers through the HCV homeownership program.

Project-Based Vouchers

In FY 2022, OHA planned to lease or contract approximately 335 Project-Based Vouchers (PBVs) through a variety of strategies. This includes 157 units through RAD conversion, 163 through new construction at Brooklyn Basin, Friendship Senior Housing, 3801 Martin Luther King (MLK) Jr Family Housing, 285 12th Street, and 95th and International, 15 through continued lease up of previously conditionally awarded units, which include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

During the FY, OHA leased and or contracted 103 of the planned 335 units. The leased and contracted units consist of new construction as well as previously conditionally awarded units, which included

completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determinations for sites previously awarded through two RFQs issued in FY2017. Additionally, OHA leased or contracted 114 units that were not planned for FY 2022. Fruitvale Transit Village Phase IIB and 7th and Campbell went under an Agreement to Enter to Housing Assistance Payment (AHAP) contract. These two projects managed to meet the conditions of the PBV award (e.g. closing finances, environmental review, and subsidy layering review) faster than anticipated. Friendship Senior Housing (34 units), 285 12th Street (25 units), and 3801 MLK Family Housing were delayed due to the COVID-19 pandemic, unavailability or delays of tax credit financing, and delays in securing construction financing loans.

Lastly, OHA did not complete any of the planned RAD conversions. All RAD conversions are on still being evaluated for feasibility. Below are site-specific reasons for delays in leasing or signing the PBV contracts:

- Chestnut Court – Needed recapitalization in conjunction with RAD conversion.
- Foothill Apartments – Needed recapitalization in conjunction with RAD conversion.
- Lion Creek Crossings – Evaluation of RAD feasibility and phasing is ongoing.
- Mandela Gateway – RAD conversion on hold due to possible restructuring of the limited partnership.
- Linden Court – Needed recapitalization in conjunction with RAD conversion.

In FY 2022, OHA had 4,459 PBV assisted units under contract as of the beginning of the FY and placed under contract an additional 217 PBVs during the FY, bringing the total under contract to 4,712. OHA’s overall allocation of PBVs, which includes conditional awards, the pending disposition of Harrison Senior and units to be converted using RAD is 5,384 (14 are PBV VASH for Lake Park), which is approximately 40 percent of the voucher portfolio. A list of all PBV sites is included in Appendix A.

Table 1: Actual New Project-Based Vouchers

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an AHAP will be in place by the end of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Kenneth Henry Court	15	15	Leased	No	Kenneth Henry Court is a 51 unit affordable housing property located at 6475 Foothill Boulevard in East Oakland. KHC has been providing permanent affordable housing to the area’s residents for over twenty years. The development was in foreclosure due to the closing of Oakland Community Housing, Inc. SAHA acquired the property, performed necessary rehabilitation in 2013, and assumed operations in order to preserve the existing housing and maintain the property as an affordable development and long-term community asset. All of the units are spacious, featuring maple cabinets, and some are townhouse-style units. All of the units have washer and

					dryer hook ups. Also, the property has a community room, computer room, laundry room, and playground. It also features a secure entrance with intercom, and a security camera system.
Foon Lok East (Previously known as Brooklyn Basin 4)	61	61	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland
3801 MLK Family Housing	16	0	Committed	No	3801 MLK will be for families and households with special needs. It will the diverse housing needs for Oakland families and households ranging from 30%-50% AMI
Friendship Senior Housing	34	0	Committed	No	Friendship Senior Housing is 100 percent senior housing development targeting homeless and veterans at 30 percent Area Median Income or below. CHDC will partner with Adobe Services and East Bay Innovations to provide case management services.
285 12th Street	25	0	Committed	No	A new partnership deal with EBALDC that was in the pre-development phase. This project entails construction of a new 65-unit affordable housing building with 3,500 square feet of commercial space on a former parking lot at 12th and Harrison St. in downtown Oakland.
Lion Creek Crossing 1-4	157	0	Pending	Yes	The Lion Creek Crossings project is a multi-phased development with 157 of public housing that planned to be converted to PBV units through RAD in East Oakland for low-income families
95th and International	27	27	Committed	No	95th and International, second phase of Acts Cyrene Apartments, is a new construction of 55 affordable housing rental units located 95th and International. The Project is developed by Related Companies of California, LLC which will set aside fourteen units for formerly homeless or at risk of homeless individuals and families.

Fruitvale Transit Village Phase IIB	0	75	Committed	No	Fruitvale Transit Village Phase IIB, a new construction of 94 affordable units, is the third development in the Fruitvale Transit Village, immediately adjacent to the BART station in Oakland's Fruitvale neighborhood.
7th and Campbell	0	39	Committed	No	7th and Campbell involves new construction of 79 units. 39 of these units will be PBV units. The project will provide supportive services through partnership with Building Opportunities for Self Sufficiency (BOSS). Residents will have access to essential supportive services, including: Employment & OJT placement/training; Education assistance/benefits information; Financial counseling/debt counseling; Childcare assistance; Legal and Family law services; Life skills/soft skills; Therapy; Domestic violence counseling; and Food bank/meal support services. 95th and International

335	217	Planned/Actual Total Vouchers Newly Project-Based
-----	-----	---------------------------------------------------

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

A number of projects did not go under HAP or AHAP contract in FY 2022 as projected. They were delayed due to COVID-19 delay and tax credit and construction financing delays. All RAD conversion units are still pending due to ongoing analysis of viability. Fruitvale Transit Village Phase IIB and 7th and Campbell were not planned to be under at least an AHAP contract in FY22. However, the projects were able to close their financing and start construction more quickly than expected.

Table 2: Actual Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was already in place by the beginning of the Plan Year. This includes those in which a HAP was in place at the beginning of the plan year also.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Mandela Gateway	30	30	Leased/Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Altenheim Senior Housing Phase I	23	23	Leased/Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.

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

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

Slim Jenkins Court	11	11	Leased/Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	15	Leased/Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	25	Leased/Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in the Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.
Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
AveVista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	35	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.

Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	Leased/Issued	No	An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017.
Embark Apartments	61	61	Leased/Issued	No	An affordable housing project of 40 units in North Oakland for low-income/veteran/VASH families. An AHAP for 61 PBV was executed in 2017.
Northgate Apartments	14	14	Leased/Issued	No	The project, located at 2301 Northgate Avenue, serves low income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property. Resident services are not available on-site but residents have access to RCD's resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.
Westlake Christian Terrace West (WCTW)	121	121	Leased/Issued	No	Westlake Christian Terrace West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Paseo Estero and Vista Estero (formerly known as Brooklyn Basin 1 and 2)	132	132	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects—four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Empyrean	32	32	Leased/Issued	No	The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Leased in Jan. 2019.

Camino 23	26	26	Leased/Issued	No	An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs.
Oak Groves - North and South	152	152	Leased/Issued	No	Two residential buildings in downtown Oakland with 152 units of senior housing, 77 units in Oak Grove South and 75 units in Oak Grove North. Both were built in the early 1980s.
Rosa Park	11	11	Leased/Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.
Adeline St. Lofts	20	20	Leased/Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	13	Leased/Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	10	Leased/Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.
Oak Park Apartments	10	10	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International)	14	14	Leased/Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Hamilton Apartments	92	92	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.
International Blvd. Apartments	18	18	Leased/Issued	No	The project, located at 6600 International Blvd. and 1406 Seminary Avenue, serves individuals and families with disabilities. It is an affordable 30-unit housing development that is within close proximity to public transit. The 18 PBV subsidies will be attached to 6 one-bedrooms, 9 two-bedrooms, and 3 three-bedrooms. Resident services are not available on-site but residents have access to RCD's resident services programs.

Fruitvale Transit Village - Phase IIA	66	66	Leased/Issued	No	An affordable housing project of 94 units in Fruitvale district of Oakland for low-income/VASH families. An AHAP for 66 PBV was executed in 2017.
Courtyards at Acorn	27	27	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
The Town Center	50	50	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
Bishop Roy C. Nicholas	16	16	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	50	Leased/Issued	No	New construction of a 5-story apartment building with 50 units affordable to low-income seniors (aged 62+). The project is at 100% supportive housing development. The project will demolish an existing building and parking to that occupy the site.
Nova Apartments	56	56	Leased/Issued	No	New construction of 56 affordable units. The project is 100% supportive housing development for extremely low-income at 20% AMI or below and chronically homeless individuals. The project owner will partner with Lifelong Medical Care to provide on-site supportive services.
Aurora Apartments	43	43	Leased/Issued	No	New construction of 43 affordable units which will replace a vacant 1,000 sqft industrial building. The project include permanent supportive housing for individual's currently experiencing homelessness.
Coliseum Place	37	37	Leased/Issued	No	An affordable housing project with 37 PBV which will be attached to 9 units for households who are homeless or at for homelessness, 6 units for HOPWA eligible households, and 22 units for low income families.
Eastside Arts and Housing	10	10	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland
Sylvester Rutledge Manor	64	64	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
Fruitvale Studios	12	12	Leased/Issued	No	Fruitvale Studios is the rehabilitation of a 24 studios in an enriched service environment. The PBV-subsidy will be provided to 12 units set aside for low income residents.
Fon Lok West (formerly known as Brooklyn Basin 3)	65	65	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres

					of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
95 th and International	0	27	Committed	No	95th and International, second phase of Acts Cyrene Apartments, is a new construction of 55 affordable housing rental units located 95th and International. The Project is developed by Related Companies of California, LLC which will set aside fourteen units for formerly homeless or at risk of homeless individuals and families.

4495	4522	Planned/Actual Total Vouchers Newly Project-Based
------	------	---------------------------------------------------

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

In FY 2022, OHA planned to lease or contract approximately 335 Project-Based Vouchers (PBVs) through a variety of strategies. This includes 157 units through RAD conversion, 163 through new construction at Brooklyn Basin, Friendship Senior Housing, 3801 Martin Luther King (MLK) Jr Family Housing, 285 12th Street, and 95th and International, 15 through continued lease up of previously conditionally awarded units, which include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

During the FY, OHA leased and or contracted 103 of the planned 335 units. The leased and contracted units consist of new construction as well as previously conditionally awarded units, which will include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two RFQs issued in FY2017.

Additionally, OHA leased or contracted 114 units that were not planned for FY 2022 for a total of 217 newly contracted units. Fruitvale Transit Village Phase IIB and 7th and Campbell went under an Agreement to Enter to Housing Assistance Payment (AHAP) contract. These two projects managed to meet the conditions of the PBV award (e.g. closing finances, environmental review, and subsidy layering review) faster than anticipated.

Friendship Senior Housing (34 units), 285 12th Street (25 units), and 3801 MLK Family Housing were delayed due to COVID-19 pandemic, unavailability of tax credit, and delay in securing construction finance loans.

Lastly, OHA did not complete any of the planned RAD conversions. All RAD conversions are on hold pending further analysis. Below are the site-specific reasons for the delay:

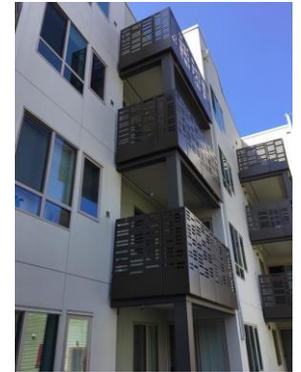
- Chestnut Court – Needs recapitalization in conjunction with RAD conversion.
- Foothill Apartments – Needs recapitalization in conjunction with RAD conversion.
- Lion Creek Crossings – Evaluation of RAD feasibility and phasing is ongoing.
- Mandela Gateway – RAD conversion on hold due to possible restructuring of the limited partnership.
- Linden Court – Needs recapitalization in conjunction with RAD conversion.

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



Oak Grove North- New Courtyard

In FY 2022, OHA continued the substantial rehabilitation of Oak Grove North and Oak Grove South - a 151-unit senior housing development comprised of two buildings. There are 76 units in Oak Grove North including a manager's unit and 75 units in Oak Grove South including a manager's unit. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and



Oak Grove North

renovation/rehabilitation process. At the end of FY 2022, the substantial rehabilitation at Oak Grove North and South was completed and residents previously relocated had moved back.

Harrison Towers was also previously approved for disposition in 2017. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays securing the tax exempt bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. Through much of the fiscal year, OHA undertook a comprehensive peer review of the structural engineering plans to upgrade the building and significantly improve seismic safety. As a result of strategic discussions between agency leadership and the Board, changes were made to the project team to execute changes to the seismic retrofit program. All project consultants, including architectural, engineering, environmental and relocation consultants, were fully re-engaged. The revised target closing date for all financing is spring 2024.

OHA planned on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers, but was unable to complete the projects during the FY. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. During FY 2022, OHA continued to evaluate the feasibility of converting the units to PBV through RAD.

During FY 2022, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Construction and lease-up was completed for Projects 1 and 2 at Brooklyn Basin (Paseo Estero and Vista Estero) adding 211 affordable units, 132 of which are assisted with PBV subsidy. In May 2022, construction was completed for Project 3 (130 units at Foon Lok West) and construction began on Project 4 (124 units at Foon Lok East). OHA provided an acquisition bridge loan and a predevelopment loan for 285 12th Street, a planned 65-unit affordable housing building on a currently vacant parcel.

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

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

In FY 2021, OHA continued the substantial rehabilitation of Oak Grove North and Oak Grove South - a 151-unit senior housing development comprised of two buildings. There are 76 units in Oak Grove North including a manager's unit and 75 units in Oak Grove South including a manager's unit. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and

renovation/rehabilitation process. At the end of FY 2022, the substantial rehabilitation at Oak Grove North and South was completed and residents previously relocated had moved back.

Harrison Towers was also previously approved for disposition in 2017. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays securing the tax exempt bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. Through much of the fiscal year, OHA undertook a comprehensive peer review of the structural engineering plans to upgrade the building and significantly improve seismic safety. As a result of strategic discussions between agency leadership and the Board, changes were made to the project team to execute changes to the seismic retrofit program. All project consultants, including architectural, engineering, environmental and relocation consultants, were fully re-engaged. The revised target closing date for all financing is spring 2024.

OHA plans on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. During FY 2022, OHA continued to evaluate the feasibility of converting the units to PBV through RAD.

During FY 2022, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Construction and lease-up was completed for Projects 1 and 2 at Brooklyn Basin (Paseo Estero and Vista Estero) adding 211 affordable units, 132 of which are assisted with PBV subsidy. In May 2022, construction was completed for Project 3 (130 units at Foon Lok West) and construction began on Project 4 (124 units at Foon Lok East). OHA provided an acquisition bridge loan and a predevelopment loan for 285 12th Street, a planned 65-unit affordable housing building on a currently vacant parcel.

General Description of Actual Capital Expenditures during the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2022, OHA expended \$10.8 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Public housing sites receiving capital expenditures in FY 2022 included Adel Court, Lockwood Gardens and Peralta Village. Major repairs were made to the deck and common areas at Adel Court and rehabilitation and modernization projects were completed at Lockwood Gardens and Peralta Village. OHA expended MTW funds for predevelopment expenses at 500 Lake Park in the amount of \$302,906 in FY 2022. The 500 Lake Park Project, in partnership with EAH, is planned to include 53 units for low-income families, of which 14 units will receive VASH subsidies, and 3,000 square feet of ground floor commercial space.

OHA expended MTW funds to advance the 285 12th Street development which, in partnership with the East Bay Asian Local Development Corporation, will include 65 new affordable units for low-income families and 3,500 square feet of ground floor commercial space. OHA closed on a bridge loan and disbursed \$6,817,672 and also disbursed \$23,260 in predevelopment funding in FY 2022.



OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. As of June 30, 2022, both Oak Grove North and Oak Grove South achieved 100% construction completion. OHA expended \$203,429 in FY 2022 to continue predevelopment work on Harrison Tower, a current 101-unit senior public housing site that was approved for disposition along with Oak Groves on July 5, 2018. OHA plans to utilize tax exempt bond financing and 4% Low Income Housing Tax credits to substantially rehabilitate and retrofit Harrison Tower. Construction closing is projected to be Spring 2024.

Oak Grove North

In December 2021, OHA purchased the Investor’s Limited Partners’ interest in Mandela Gateway, a 168-unit HOPE VI development, for \$1 and entered into a Continuing Project Operations Agreement with the original nonprofit project sponsor, BRIDGE Housing. MTW funds were also used for administrative capital improvement projects including the purchase of computer hardware and software to improve network infrastructure and remote security monitoring.

Table 4: General Description of All Actual Capital Expenditures During the Plan Year
 Narrative general description of all capital expenditures of MTW funds during the Plan Year.

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2022, OHA expended \$10.8 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Public housing sites receiving capital expenditures in FY 2022 included Adel Court, Lockwood Gardens and Peralta Village. Major repairs were made to the deck and common areas at Adel Court and rehabilitation and modernization projects were completed at Lockwood Gardens and Peralta Village.

OHA expended MTW funds for predevelopment expenses at 500 Lake Park in the amount of \$302,906 in FY 2022. The 500 Lake Park Project, in partnership with EAH, is planned to include 53 units for low-income families, of which 14 units will receive VASH subsidies, and 3,000 square feet of ground floor commercial space.

OHA expended MTW funds to advance the 285 12th Street development which, in partnership with the East Bay Asian Local Development Corporation, will include 65 new affordable units for low-income families and 3,500 square feet of ground floor commercial space. OHA closed on a bridge loan and disbursed \$6,817,672 and also disbursed \$23,260 in predevelopment funding in FY 2022.

OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. As of June 30, 2022, both Oak Grove North and Oak Grove South achieved 100% construction completion. OHA expended \$203,429 in FY 2022 to continue predevelopment work on Harrison Tower, a current 101-unit senior public housing site that was approved for disposition along with Oak Groves on July 5, 2018. OHA plans to utilize tax exempt bond financing and 4% Low Income Housing Tax credits to substantially rehabilitate and retrofit Harrison Tower. Construction closing is projected to be Spring 2024.

In December 2021, OHA purchased the Investor’s Limited Partners’ interest in Mandela Gateway, a 168-unit HOPE VI development, for \$1 and entered into a Continuing Project Operations Agreement with the original nonprofit project sponsor, BRIDGE Housing. MTW funds were also used for administrative capital improvement projects including the purchase of computer hardware and software to improve network infrastructure and remote security monitoring.

B. Leasing Information

Actual Number of Households Served

Over the course of the last FY the rental market in Oakland has remained relatively steady compared to other big cities in America. The majority of housing units are occupied by renters at about 58 percent. While rent prices are still exceptionally high in the Bay Area, Oakland rent for a one bedroom has dropped by 14% compared to pre-COVID-19 prices¹. According to



¹ <https://www.mercurynews.com/2022/03/31/rents-in-some-bay-area-cities-still-cheaper-than-pre-covid-levels/>

Zumper², the average rent for a one bedroom in July 2021 was \$1,995 and in June of 2022 it was \$2,100, about a 5.26% increase, but compared to national averages being close to 15% that is a relatively small increase. The local tech firms no longer requiring in person work, as well as, the strict COVID-19 safety protocols may have contributed to this minimal increase in rent prices. These stagnant rent prices are likely to change for FY2023 as more companies are starting to require full time or hybrid work in the office.

While rents have remained relatively steady, the population of unhoused people has still increased by about 1,000 people in Oakland over the reporting period. While the number of people grew, the growth rate of Oakland's homeless population has slowed. The growth rate during 2017-2019 was 47%, compared to 24% during the years 2019-2022. This could be in part due to the homeless prevention measures put into place during the pandemic, including the rental assistance programs and local eviction moratoriums to prevent evictions due to COVID-19 related financial burdens. While state eviction protections ran out, the City's emergency eviction moratorium remained in place until the Oakland City Council deems the local emergency over and continues to prevent most evictions in Oakland. While OHA saw a modest increase in HCV utilization, primarily due to leasing up of new PBV units, OHA implemented multiple strategies using local non-traditional programs and PBV strategies discussed in Section II.A. to bolster utilization during the program year.

OHA achieved an increase over the previous year by serving approximately 100 percent of the number of families possible through all MTW programs. This is an improvement over previous years where OHA was slightly below 100 percent. The projected number of households served was 14,204 and OHA exceeded this goal by serving 14,265 families. Reasons for the increase are higher number of families served in the HCV program exceeded projections by 2%. The completion of Brooklyn Basin projects 3 described in activity 08-01 contributed an additional 130 new units (62 with PBV subsidies) to increase families served through the HCV program. The actual leasing outcomes and the number of families served by each program detailed below demonstrate OHA's focus on employing traditional tools as well as its commitment to developing new strategies to ensure maximizing the families served.

Public Housing

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained excellent leasing levels. Across the 14 sites, OHA maintained a 98 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,409 families in them each month. This is extremely close to the number projected in the Plan.

Local, Non-traditional

OHA continued partnerships with developers and successfully completed construction on Project 3, called Foon Lok West, at Brooklyn Basin adding 130 affordable units, 62 of which are assisted with PBV subsidies and approximately 52 assisted through non-traditional subsidies, as the site was 80% leased at the end of the FY.

Because construction was completed in May 2022, the entire allocation of 130 new units were not leased by the end of the FY.

² <https://www.zumper.com/rent-research/oakland-ca>

Participation in OHA local, non-traditional programs (both tenant-based and property-based) remained consistent for long-term existing programs. The number of participants in the Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not meet PBV eligibility standards after disposition due to income restrictions, decreased to 12 families as one participant family elected to move with a tenant-based voucher.

The Sponsor-based Housing Assistance Program (SBHAP) maintained relatively steady participation with low turnover rates, but non-profit service providers reported struggles to find new landlords willing to participate in the program due to the volume of qualified, unsubsidized applicants in the market. The average monthly number of families served was 91. Staff turnover and retention proved to be a challenge with partners and while Abode and First Place for Youth exceeded last year's referrals; one partner struggled and was not successful in referring until nearly the last quarter, which impacted the numbers served.

Through the BBSRO program, OHA executed contracts with qualified owners, property managers, and developers in Oakland and provided operating subsidies for in-place service-enriched, single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, foster youth, or other special needs populations. The tenant-based component of BBSRO, served an average of 169 families and the difference in planned versus actual for tenant-based was due primarily to fewer families served in BBSRO than anticipated as the program continued to work through administrative challenges.

The BB-Shared and Transitional program serves similar, high need populations as BBSRO but allows participants to share and transition out of the program. Due to various challenges related to staff turnover, partner challenges related to COVID-19 and administrative issues, the program served 28 families in FY 2022, which was less than projected.

During the FY, OHA maintained the number families enrolled through BB-THP+ and served an average of 25 families monthly, hitting the target benchmark of 25 families. The program suffered from recurring HQS fails and delays in inspections due to the COVID-19 pandemic and landlords being unwilling to make repairs to remain in the program, but instead preferring to rent to unassisted tenants. Staff turnover in partners also affected the number of referrals.

OHA projected to serve approximately 25 families per month in FY 2022 through the Building Bridges-CalWORKs program and successfully served an average of 24 families monthly. Challenges to achieving the projected goals were long eligibility screening times and the requirement that participants must stay employed to remain in the program, as some were affected by COVID-19 related layoffs.

The site-based family unification/re-entry program PACT successfully served 100% of the 13 families projected at the beginning of the year.

Building Bridges Key to Home, launched during FY 2021, and successfully served an average of 15 families monthly during FY 2022.

Overall, projected families served for tenant-based local non-traditional programs was 201 and OHA fell short of this projection and served approximately 167 families, mainly due to shortfalls in the SBHAP program.

Housing Choice Voucher

During the reporting year, OHA worked diligently to increase voucher utilization using traditional and MTW related strategies. OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program and OHA used the portability restriction activity to limit ports to adjacent communities. OHA also leased or executed contracts for an additional 217 project-based vouchers from its pipeline through a variety of strategies. Resources were dedicated to coaching participants on being good prospective tenants and how to prepare competitive applications. These methods resulted in OHA exceeding its target of 11,415 households by serving an actual of 11,720 households in the MTW Housing Choice Vouchers program.

OHA continued extensive marketing and rollout of existing owner incentives to retain and recruit new owners and boost utilization. As most of the components of the incentives were active for the entire FY, OHA saw increased results with an average of 247 new landlords recruited (a 52% increase in the prior year), no new contracts signed via pre-inspections due to shifted priorities to preform regular inspections during the COVID-19 pandemic and 118 owners receiving the benefit of vacancy loss payments, a slight decrease over the previous year. Owner recognition, education and other services were resumed at the end of the FY as pandemic related restrictions were lifted. Additionally, OHA piloted the owner repair component with EHV owners (Non-MTW) to allow up to \$2,250 for approved repairs related to HQS fails. During the FY, 45 owners benefited and \$48,021 was spent on these repairs. The incentives are discussed in Section IV, Activity #17-01. With the award and acceptance of new Emergency Housing Vouchers through the American Recovery Plan, OHA worked to design and implement new incentives and created a plan to pilot those incentives with these vouchers for future rollout to the larger HCV program based on their success.

Project-based Voucher

In FY 2022, OHA planned to lease or contract approximately 335 Project-Based Vouchers (PBVs) through a variety of strategies. This includes 157 units through RAD conversion, 163 through new construction at Brooklyn Basin, Friendship Senior Housing, 3801 Martin Luther King (MLK) Jr Family Housing, 285 12th Street, and 95th and International, 15 through continued lease up of previously conditionally awarded units, which include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

During the FY, OHA leased and or contracted 103 of the planned 335 units. The leased and contracted units consist of new construction as well as previously conditionally awarded units, which will include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two RFQs issued in FY2017.

Additionally, OHA leased or contracted 114 units that were not planned for FY 2022 for a total of 217 newly contracted units. Fruitvale Transit Village Phase IIB and 7th and Campbell went under an Agreement to Enter to Housing Assistance Payment (AHAP) contract. These two projects managed to meet the conditions of the PBV award (e.g. closing finances, environmental review, and subsidy layering review) faster than anticipated.

Friendship Senior Housing (34 units), 285 12th Street (25 units), and 3801 MLK Family Housing were delayed due to COVID-19 pandemic, unavailability of tax credit, and delay in securing construction finance loans.

Lastly, OHA did not complete any of the planned RAD conversions. All RAD conversions are on hold pending further analysis. Below are the site-specific reasons for the delay:

- Chestnut Court – Needs recapitalization in conjunction with RAD conversion.
- Foothill Apartments – Needs recapitalization in conjunction with RAD conversion.
- Lion Creek Crossings – Evaluation of RAD feasibility and phasing is ongoing.
- Mandela Gateway – RAD conversion on hold due to possible restructuring of the limited partnership.
- Linden Court – Needs recapitalization in conjunction with RAD conversion.

In FY 2022, OHA had 4,522 PBV assisted units under contract as of the beginning of the FY and placed under contract an additional 217 PBVs during the FY, bringing the total under contract to 4,739. OHA's overall allocation of PBVs, which includes conditional awards, the pending disposition of Harrison Senior and units to be converted using RAD is 5,384 (14 are PBV VASH for Lake Park), which is approximately 40 percent of the voucher portfolio. A list of all PBV sites is included in Appendix A.

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



The Family and Community Partnerships Department (FCP) and the OHA Police Department collaborated to facilitate community building events and offer supportive services to families in attendance through our Education and Employment Initiatives helping families achieve self-sufficiency and life goals. Both East and West Oakland administrative offices typically provide Wi-Fi-connected computer labs open to the public and residents to use for job searches, training, and educational pursuits, but these were closed for the entire FY due to the COVID-19 pandemic. FCP continued to operate its community food pantries to promote

healthy food choices for all, but our summer lunch programs were curtailed due to the COVID-19 pandemic and replaced with a “grab and go” style lunch model and expanded the food delivery programs for seniors at our large, OHA-managed public housing sites. In FY 2022, 130 non-OHA households participated in the Food Pantries at Lockwood Gardens and Peralta Village. In addition, FCP provided summer lunch to 180 non-OHA households in FY 2022. FCP held multiple employment-related events for community members seeking employment, and these events were attended by 204 non-OHA households. Overall, OHA assisted 514 non-OHA residents with supportive services during the FY.

Table 5: Actual Number of Households Served

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

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	16,944	16,908	1,412	1,409
MTW Housing Choice Vouchers Utilized	136,980	140,640	11,415	11,720
Local, Non-Traditional: Tenant-Based	2,412	2,004	250	167
Local, Non-Traditional: Property-Based	13,524	11,628	1,127	969
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	169,860	171,180	14,204	14,265

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

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

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

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

The differences in planned versus actual families served is primarily due exceeding utilization targets in the housing choice voucher programs and falling short of targets in various LNT programs.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned ^^	Actual	Planned ^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) - new tax credit units in service as of FY 2022	780	780	65	65
Property-Based	Fund Affordable Housing Development Activities (08-01) - Existing Tax credit units in service at beginning of FY 2022	9,540	8,304	795	692
Tenant-Based	Local Housing Assistance Program (10-06)	3,000	2,004	250	167
Property-Based	Local Housing Assistance Program (10-06) BB-KTH	276	180	23	15
Property-Based	PBV Transitional Housing Programs (11-05)	708	336	59	28
Property-Based	SRO/Studio Apartment Preservation Program (11-03)	2,220	2,028	185	169
Total		16,524	13,632	1,377	1,136

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

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

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Non-residents	43	514

C. Discussion of any Actual Issues/Solutions Related to Leasing

MTW Public Housing

With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and used the Standardized Transfer Policy to move families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA finished renovations on Oak Grove North and South but construction was completed during the FY and all residents were relocated into newly renovated units.

MTW Housing Choice Voucher

As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced an increase in utilization as a result of multiple strategies and a softening rental market. OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program to assist applicants present more competitive applications.

Other strategies to increase utilization in the HCV program included:

- offering sign on bonuses to recruit new owner participants, (247 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units, (118 owners participated) with an average of 92 days for a unit to be vacant (\$438,898 spent for MTW owners and \$59,425 spent for non-MTW owners)
- prequalifying inspections to expedite the lease up process – this was suspended during FY 2022 due to the COVID-19 pandemic
- owner appreciation efforts which normally occur in May were resumed in FY 2022
- the Capital Improvement Loan program was modified and piloted for EHV owners in FY 2022. The program awarded up to \$2,250 for approved repairs to bring units into HQS compliance and \$48,021 was spent in FY 2022 to assist 45 owners.

OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 217 new units under contract. A full description of OHA's activities to commit and lease PBVs is available in Section II A – Housing Stock Information and Appendix B.

Local, Non-Traditional

To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing by increasing the families served in the new BB-KTH program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burdened this "hard to house" client base, and OHA with its partners continued to work diligently to support the families to the point of sustained housing

stability. Additionally, OHA saw partners experience challenges with staff turnover and COVID-19 related leasing delays with procedural changes and issues with units passing HQS inspections.

Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing program listed.

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	<p>With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA finished renovations on Oak Grove North and South but construction was completed during the FY and all residents were relocated back into newly renovated units.</p>
MTW Housing Choice Voucher	<p>As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced an increase in utilization as a result of multiple strategies and a softening rental market. OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program to assist applicants present more competitive applications.</p> <p>Other strategies to increase utilization in the HCV program included:</p> <ul style="list-style-type: none"> • offering sign on bonuses to recruit new owner participants, (247 new owners added) • vacancy loss funds to offset delays in re-leasing existing HCV units, (118 owners participated) with an average of 92 days for a unit to be vacant (\$438,898 spent for MTW owners and \$59,425 spent for non-MTW owners) • prequalifying inspections to expedite the lease up process – this was suspended during FY 2022 due to the COVID-19 pandemic • owner appreciation efforts which normally occur in May were resumed in FY 2022 • the Capital Improvement Loan program was modified and piloted for EHV owners in FY 2022. The program awarded up to \$2,250 for approved repairs to bring units into HQS compliance and \$48,021 was spent in FY 2022 to assist 45 owners. <p>OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 217 new units under contract. A full description of OHA's activities to commit and lease PBVs is available in Section II A – Housing Stock Information and Appendix B.</p>
Local, Non-Traditional	<p>To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing by increasing the families served in the new BB-KTH program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burdened this "hard to house" client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability. Additionally, OHA saw partners experience challenges with staff turnover and COVID-19 related leasing delays with procedural changes and issues with units passing HQS inspections.</p>

Waiting List Information

Table 7: Actual Waiting List Information

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

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year?
Housing Choice Voucher: Tenant-Based	Community Wide	326	Closed	No
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	750	Closed	No
Housing Choice Voucher: Project-Based - Third Party Managed	Site-Based (Third Party Managed)	58,564	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	142	Closed	No
Public Housing - Third Party Managed	Site-Based (Third Party Managed)	3,277	Yes	Yes

Please describe any duplication of applicants across waiting lists:
Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.

Table 8: Actual Changes to the Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting lists(s), including any opening or closing of a waiting list during the Plan Year.

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	None
Housing Choice Voucher: Project-Based OHA Managed	None
Housing Choice Voucher: Project-Based- Third Party Managed	Lion Creek Crossings phase 1 were open for all bedroom sizes. Tassafaronga phase 2 has an ongoing open waitlist for 4 bedroom size units. Oak Groves Senior Housing was open in August 2021.
Public Housing - OHA Managed	None
Public Housing- Third Party Managed	Yes - Waitlists were open for all bedroom sized for Lion Creek Crossing phases 1-4. Palo Vista Gardens, Adele Court and Chestnut Linden were all open for 4 days in Dec. 2021.

D. Information on Statutory Objectives and Requirements

75% of Families Assisted Are Very Low-Income

Approximately, 95 percent of the families in OHA's traditional programs were very low-income, which exceeds the statutory requirement by 20 percent. About 84 percent of the families' served in local, non-traditional programs incomes fall below the very low-income threshold, which amounts to

approximately \$68,500 annually for a family of four. Table 9 shows the breakdown of new families admitted into local, non-traditional programs and the corresponding Area Median Income (AMI) range.

Table 9: 75% of Families Assisted are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	11
49%-30% Area Median Income	20
Below 30% Area Median Income	74
Total Local, Non-Traditional Households Admitted	105

Maintain Comparable Mix

As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of one-person families that were served in the traditional programs prior to MTW. As a result, OHA witnessed a significant increase in the number of one-person households served in traditional programs and saw a corresponding decrease in three-, four-, five, and six-person households served. OHA has managed its MTW programs to meet the needs of the households on the waitlists and the shifting demographics of the local area. Additionally, the HCV program does not use family size as a selection criterion when selecting applicants from the waitlist, nor should it. Given that almost 90% of OHA households are served through the HCV program, the substantial shifts in the composition of family sizes, while remarkable, reflect non-MTW characteristics which are outside of the control of OHA.

Table 10: Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration

Baseline Mix of Family Sizes Served (upon entry to MTW)					
Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	705	3158	0	3,863	30%
2 Person	745	2853	0	3,598	29%
3 Person	596	1877	0	2,473	19%
4 Person	344	1318	0	1,662	13%
5 Person	169	588	0	757	6%
6 + Person	76	324	0	400	3%
Total	2,635	10,118	0	12,753	100%

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

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

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan	Percentage of Households Served in Plan	Percentage Change from Baseline Year to Current Plan Year
1 Person	3,863	30%	6,316	45%	63%
2 Person	3,598	29%	3,694	26%	3%
3 Person	2,473	19%	1,735	12%	-30%
4 Person	1,662	13%	1,432	10%	-14%
5 Person	757	6%	575	4%	-24%
6 + Person	400	3%	370	3%	-8%
Total	12,753	100%	14,122	100%	-11%

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

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

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

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

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

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

OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 52 households met the requirements for self-sufficiency as defined for each respective activity. OHA continued to explore the definition of self-sufficiency for activities that were not yet implemented or on hold, in order to establish clarity and consistency around the self-sufficiency goals for participant families.

Table 11: Number of Households Transitioned to Self-Sufficiency in the Plan Year

Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
PBV Transitional Housing Programs / 11-05	1	Number of PACT participants that move from the site with the notice of graduation
Alternative Recertification Schedules / 14-01	Due to business system limitations, OHA is unable to measure this metric at this time	Number of families that remain on a triennial or biennial recertification schedule throughout the fiscal year.
Program Extension for Households Receiving \$0 HAP / 10-02	23	Successful Exit during and after the 24 months
PBV Transitional Housing Programs / 11-05 - Building Bridges SRO, Shared and Transitional Housing	28	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	
Total Households Transitioned to Self Sufficiency		

Section III. Proposed MTW Activities: HUD approval requested

All proposed activities that are granted approval by HUD are reported on in Section IV as “Approved Activities.”

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

Table 12: Approved MTW Activities: HUD Approval Previously Granted

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Recertifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	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, 	-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

			<p>biennial schedule for work-eligible households</p> <ul style="list-style-type: none"> • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 		
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7.
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service-enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b,C.D.4 Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs.	Increase housing choices	Attachment D, Use of Funds (SBHAP program), Attachment C, D.1.f, D.1.a and

			LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.		D.3.a (LHAP Programs), C.D.4
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E
10-09	2010	Altered Minimum Stay Requirement in PBV Units	Altered minimum stay requirement for existing tenants in units with PBV assistance.	Increase housing choices	Attachment C, Section D.7
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
08-01	2008	Fund Affordable Housing Development Activities	Utilizes single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
07-01 (moved to 14-01)	2010	Triennial Income Recertification	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years. Eligible households receive automatic adjustments to rent in interim years based on published cost of living adjustments (COLA) to the subsidy program (i.e. SS, SSI, etc.)	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

A. Implemented Activities

Table 13: Implemented Activities

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b, C.D.4 Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7

10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a and C.D.4 (LHAP Programs), Attachment D, Use of Funds (SBHAP Program)
10-09	2010	Altered Minimum Stay Requirement in PBV Units	Altered minimum stay requirement for existing tenants in units that have PBV assistance.	Increase housing choices	Attachment C, Section D.7
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

MTW Activity #17-01: Owner Incentives Program

Year Approved: 2017
Year Implemented: 2017
Year Amended: N/A

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



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

- Vacancy loss payments of up to two months-- HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. The average vacancy duration is about 92 days. Based on average HAP amounts, total costs for OHA to implement vacancy loss payments for FY 2022 was \$438,898 for MTW households and \$59,425 for non-MTW households serving 118 owners which was slightly down from FY 2021.
- 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. In FY 2022, OHA suspended expedited inspections since August 2020 due to the COVID-19 pandemic. Resources were shifted to conduct regular move-in inspections and as a result, there was a significant decrease in the number of expedited inspections performed.
- 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. In FY 2022, OHA had its first post COVID-19 owner appreciation event in May 2022.
- New Landlord Incentive Payment – Provides new owner participants a one-time payment of \$500 or \$1,000 upon execution of a new HAP contract, and meet other defined eligibility criteria. OHA had 247 new landlords sign up for the program in FY 2022 which is an increase of 52% from FY 2021. OHA paid \$217,000 in \$1,000 bonuses and \$15,000 in \$500 bonuses to owners for MTW households. Incentives were also paid to non-MTW household owners in the amount of \$45,500. Additionally, EHV services fee funding was used to pay \$177,000 in sign on bonuses for owners associated with these special purpose vouchers.
- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6-month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6-month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on the program compliance team in leased housing to pursue any outstanding loan payments. In FY 2022, OHA paid \$48,021 to 45 owners to make HQS fail related repairs through the EHV program.

Actual Non-Significant Changes: OHA modified the Capital Improvement Payment component in FY 2022 to allow owners to apply for reimbursement of up to \$2,250 for approved repairs related to HQS

fail conditions. These funds did not need to be repaid. This was piloted with the EHVs and subsequently will be rolled out to other voucher programs.

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

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

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

Standard OHA Metrics				
Number of New Landlords Recruited by Payment Incentive				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (17% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 247	Yes. OHA greatly exceeded the benchmark.
Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096	Cost of task after implementation of the activity =(staff salary)* .10 hours * number of files = (\$46.14 * .10) * 800 = \$3,691	Actual cost of task in dollars after implementation of activity = \$46.14* .10 hours * 56 = \$258	Yes.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease) Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 56 = 5.6 hours	Yes. It was exceeded.
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease) Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease) = 15%	Yes.

MTW Activity #15-01: Local Area Portability Reform

Year Approved: 2015

Year Implemented: 2015

Year Amended: N/A

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

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

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

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction. During FY 2022, OHA received a total of 445 requests for portability compared to the baseline of 1,100 total requests which is a drop of 60% in port requests overall and the number of requests has decreased slightly over last year. Of the 445 requests received, 358 (80% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2022 many of the neighboring counties that were restricted did absorb ports. Forty-two (42) requests to port were denied to a restricted county because the neighboring housing authority did not absorb them.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring

jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 58 vouchers ported to neighboring jurisdictions, which have not been absorbed.

Due to the restrictions imposed, the Oakland Housing Authority denied forty-two (42) requests to port to these jurisdictions. Many of these participants applied for an exception to the portability restriction. While there are efficiencies in lowering the amount of ports being administered, there are significant time expenditures in processing exception requests.

Actual Non-Significant Changes: OHA initiated the activity for the first year of implementation for only five counties and does not currently plan to expand the activity to the other four restricted counties.

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,643 (50% reduction)	Actual cost of task after implementation = \$2,957 (based on 42 rejected requests)	Yes. A cost reduction was achieved.
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)	Actual cost of task after implementation = \$2,722 (58 annual average of ports administered)	Yes. The benchmark was exceeded.
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776 = \$43,410 (57% reduction)	Actual cost of task after implementation = \$2,957+\$2,722= \$5,679 (reduction)	Yes. The benchmark was exceeded.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total time to complete the task in staff hours (decrease). Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 445 requests = 667 hours	No.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 58 requests = 58 hours (93% reduction)	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)	Actual amount of total staff time dedicated to the task after implementation of the activity = 667 + 58 = 725 hours (reduction)	Yes. The benchmark was exceeded.

MTW Activity #15-02: Modified Utility Allowance Policy

Year Approved: 2015
Year Implemented: 2015
Year Amended: N/A

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

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

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

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

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

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total average annual cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)	Actual cost of task after implementation of the activity = \$9,459,024	Yes.
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction)	Actual cost of task after implementation of the activity (in dollars) = \$0 (100% reduction)	Yes. A reduction of 100% was achieved.
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 *.05) * 2,904 = \$6,699	Cost of task after to implementation of the activity = Zero (0)	Cost of task after implementation of the activity = (\$46.14*.05)*0= \$0 (100% reduction).	Yes. A reduction of 100% was achieved
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 + \$6,699 = \$11,415,771	Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction)	Actual cost of task after implementation of the activity = \$9459,024,+ \$0 = \$9,459,024	Yes. A reduction was achieved.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 checks = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 checks = 0 hours	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 0 checks = 0 hours	Yes. The Benchmark was achieved.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate in completing a task as a percentage prior to implementation = 5%	Expected error rate in completing a task as a percentage prior to implementation = 1%	Actual error rate in completing a task as a percentage prior to implementation = <.0001%	Yes.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
---------------------	----------	-----------	---------	---------------------

Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$4,343,040 (0% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)	Public Housing sites have not implemented the activity	
Total rental revenue/total tenant payment in dollars (increase). Public Housing and HCV	Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156	Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase)	Not implemented	
Total rental revenue/total tenant payment in dollars (increase).	Total rental revenue prior to implementation of the activity (in dollars) \$4,343,040	Total expected rental revenue after implementation of the activity (in dollars) = \$6,565,500 (<1% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.

MTW Activity #14-01: Alternative Recertification Schedules

Year Approved: 2014

Year Implemented: 2014

Year Amended: 2017, 2020

Description/Impact/Update: Regulations require that a household's income is recertified for program eligibility and rent calculations once a year. In FY 2007, MTW activity #07-01 was approved allowing for a triennial recertification schedule for elderly and/or disabled households on a fixed income in the Public Housing and HCV 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 HCV program and at two senior-designated properties in the Public Housing program. This schedule has been effective at reducing staff time and costs, as well as, being less intrusive and time consuming for residents. Activity #14-01 incorporates changes made by Activity #07-01 and changes the recertification schedule for wage earning households to once every two years. All households that report no income, no income from wages, or temporary income remain on an annual recertification schedule to report increases in income. OHA and participant families will experience time savings related to the forgone re-certifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the interim. OHA will use this activity for RAD voucher holders.

Actual Non-Significant Changes: There are no non-significant changes to report.

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

Actual Significant Changes: No significant changes for this year.

Challenges in Achieving Benchmarks and Possible Strategies: OHA initiated the activity for the first year of implementation. OHA experienced challenges with implementation due to the new business system that was implemented in 2015 and met with the vendor to specify custom modifications to accommodate this activity. Due to system limitations that would cause staff to do manual overrides for recertification dates for all biennial and triennial families, OHA elected to continue with the select group of triennial families for which the activity had been implemented under #07-01.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology included in the Standard HUD Metrics table below.

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)	Actual cost of task in dollars after implementation of the activity = \$75,586	No. The benchmark was not achieved.
Total cost of task in dollars (decrease). Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)	Actual cost of task in dollars after implementation of the activity = \$3,465	Yes. The benchmark was exceeded.
Total cost of task in dollars (decrease). Biennial 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)	Actual Cost of task in dollars after implementation of the activity = \$173,671	No.
Total cost of task in dollars (decrease). Biennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)	Not Implemented	
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)	Actual cost after implementation of the activity (in dollars) = \$75,586+\$3,465+\$173,671 = \$252,722	No
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Triennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,327	Yes. The benchmark was exceeded.

Total time to complete the task in staff hours (decrease). Triennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 74	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours (decrease). Biennial HCV Reexam 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)	Actual amount of staff time to complete the task after implementation of the activity in hours = 3,049	No. The benchmark was not achieved.
Total time to complete the task in staff hours (decrease). Biennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
Total time to complete the task in staff hours (decrease). Public housing and HCV	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)	Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,327+74+3,049=4,450	Yes.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of activity = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)	Actual average earned income of households affected by this policy after to implementation of the activity (in dollars) = Public Housing: \$17,263 (37% increase) HCV: \$19,938 (28% increase)	Yes

SS #3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information				

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1, 500 households (10% decrease)	Actual Number of households receiving TANF after implementation of this activity = 1,114 households	Yes.

SS #8: Households Transitioned to Self Sufficiency

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

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

Year Approved: 2012
 Year Implemented: 2012
 Year Amended: N/A

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

The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project. Since inception, OHA contributed to the creation and preservation of 4,712 PBV assisted units. If the projects were limited to a 25% cap, only 1,351 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,051 additional units. Table 14 provides a breakdown of the PBVs awarded by development above the 25% cap through FY 2022.

Under the 20% cap, OHA's current baseline would only allow 2,621 vouchers to be project based. Currently, OHA has 4,712 PBVs under contract, so this activity has allowed an additional 2,091 vouchers above the 20% cap.

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

Table 14: Number of PBV Units Awarded Above the 25% Cap

Site Name	Total Units	25% of the Total Units	Total PBV Units Allowed	PBV Units Awarded Above the 25% Cap
Senior Housing				
Jack London Gateway Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	62
Merritt Crossing (aka 6 th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossing Phase V	128	32	127	95
Harrison Street Senior Housing	72	18	11	
Altenheim Senior Housing Phase I	93	23	23	
Bishop Roy C. Nicholas	17	4	16	12

Sylvester Rutledge Manor	64	16	64	48
Oak Street Apts.	39	9	25	16
Oak Grove North and South	152	38	152	114
3268 San Pablo (aka Monarch Homes)	51	13	50	37
Brooklyn Basin 2 (aka Vista Estero)	110	28	82	55
Friendship Senior Housing	50	13	34	21
Senior Housing Total	1229	306	972	674
Special Needs Housing				
Fairmount	31	8	16	8
Jefferson Oaks (aka Savoy)	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes	28	7	28	21
Fruitvale Transit Village- Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Rosa Parks	11	2	11	9
Eastside Arts & Housing	15	3	10	7
Empyrean	66	16	32	16
Nova Apartments	56	14	56	42
Civic Center TOD	40	10	20	10
95 th and International	55	14	27	13
Fruitvale Studios	24	6	12	6
Aurora Apartments	44	11	43	32
San Pablo Hotel	144	36	31	
Special Needs Housing Total	932	230	674	417
Family Affordable Housing				
Mandela Gateway	168	42	30	
Lion Creek Crossing Phase II	146	37	18	
Foothill Family	65	16	11	
14th Street (Ironhorse)	99	25	20	
Lion Creek Crossing Phase IV	72	18	10	
St. Joseph Family	83	21	15	
Mural aka MacArthur Transit Village	90	23	22	
Ambassador Apartments	69	17	10	
Hismen Hin-Nu Terrace	92	23	10	
Town Center at Acorn	206	52	50	

3706 San Pablo (aka Estrella Vista)	87	22	20	
94th and International	59	15	14	
Drachma Inc and LP	33	8	25	17
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11 th and Jackson	71	17	35	18
Cathedral Gardens	100	25	43	18
460 Grand	68	17	34	17
Effie's House	21	5	10	5
Slim Jenkins	32	8	11	3
Marcus Garvey	22	6	10	5
Harp Plaza	20	5	19	14
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25
Coliseum Place	59	14	37	23
Courtyards at Acorn	87	21	30	9
Oak Park Apts	35	8	10	2
Clinton Commons	55	11	16	5
Swan Market	18	4	10	6
Hamilton Apts.- (Mod Rehab Conv.)	92	23	92	69
International Blvd Apts.	30	7	18	11
Northgate Apts.	41	10	14	4
Stanley Avenue Lofts	24	6	13	7
Adeline Street Lofts	38	9	20	11
Westlake Christian Terrace West	200	50	121	71
Seven Directions	36	9	28	19
Fox Court Apts	80	20	33	13
Madsion Apts.	78	20	50	30
Kenneth Henry Ct	51	12	28	16
Camino 23	32	8	26	18
Brooklyn Basin 1 (aka Paseo Estero)	101	25	50	25
Brooklyn Basin 3 (aka Foon Lok West)	130	33	65	33
Ancora Place	77	19	31	12
West Grand and Brush	59	15	28	13
34 th and San Pablo	60	15	25	10
7 th and Campbell	79	20	39	19
3801 MLK	32	8	16	8
285 12 th Street	65	16	16	0
Fruitvale Transit Village- Phase IIB	181	45	75	30
Brooklyn Basin 4 (aka Foon Lok East)	123	31	61	30
Family Affordable Housing Total	2,486	610	1,566	726

OHA Former Public Housing				
OHA Scattered Sites (On going)	1,539	385	1,539	1,154
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
Former Public Housing Total	1,696	424	1,638	1,214
Total Units	6,343	1,570	4,850	3,031

*Family and Special Needs

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

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

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

Standard HUD Metrics

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)	Number of households losing assistance/moving after implementation of the activity = Zero (0)	No.

Standard OHA Metrics

Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above the greater of 25 units or 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 number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 69 units Expected number of PBV units awarded above 20% of total units in voucher program =100 units	Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 0 units Actual number of PBV units awarded above 20% of total units in voucher program = 217 units	No. Yes – Benchmark was exceeded.

Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
---------------------	----------	-----------	---------	---------------------

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity =100 units	Actual housing units preserved prior to implementation of the activity =0 units	No.
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------	----------------------------------------------------------------------------------	---------------------------------------------------------------------------------	-----

Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 217 households	Yes. Benchmark was achieved.

Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = twenty five (25) households	Actual number of households receiving these services after implementation of the activity = 0 households	No.

MTW Activity #11-01: PBV Occupancy Standards

Year Approved: 2011
Year Implemented: 2011
Year Amended: N/A

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

During the FY 2022, no new leases were executed under the Modified PBV occupancy standards. These families would not have qualified for the PBV assisted unit under the Housing Choice Voucher occupancy standard. The outcomes of this activity largely depend on participant families requesting changes to household composition, and as a result, the activity was not utilized as much as expected. OHA plans to use this activity for RAD voucher holders.

Actual Non-Significant Changes: OHA had no non-significant changes to report this year.

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

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

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

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households	Number of households losing assistance/moving after implementation of the activity = 0 households (in-place families)	This activity was not used in FY 2022.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households (new lease ups)	This activity was not used in FY 2022.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 5 households	Number of households who qualified for a unit that would not have without this activity = 0 households.	This activity was not used in FY 2022.
Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units	Housing units preserved prior to implementation of the activity = Zero (0) units Verify	Expected housing units preserved after implementation of the activity = 2 units	Actual housing units preserved after implementation of the activity = 0 units	This activity was not used in FY 2022.

reach a specific type of household, give that type in this box.				
Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	Actual number of households receiving these services after implementation of activity = 0 households are in sites with on-site services providers.	This activity was not used in FY 2022.

MTW Activity #11-02: Standardize Transfer Policy

Year Approved: 2011
Year Implemented: 2011
Year Amended: N/A

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

OHA used the activity in FY 2022 to move seven households between public housing and a HCV or PBV due to confidential client emergency transfer (CCR) or transfer due to a reasonable accommodation. This was a 50% decrease from FY 2021 because a greater number of the CCR requests moved within the HCV program or transferred to special purpose vouchers such as EHV.

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

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA had no challenges to report.

Standard HUD Metrics

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months)	Expected applicant time on waitlist after implementation of the activity (in months) =6 months	Actual applicant time on waitlist after implementation of the activity (in months) =2.71 months.	Yes.

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. Public Housing, PBV and HCV.	Households losing assistance prior to implementation of activity. 25 households	Expected households losing assistance after implementation of activity. 5 households	Actual households losing assistance after implementation of activity. Households. 0 Housholds.	Yes.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs) = 15 Shelter Plus Care = 0	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs, VAWA) = 7 SBHAP = 0	No.

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving 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 = 15 households	Actual households receiving services aimed to increase housing choice after implementation of the activity = 7 households	No.

CE #5: Increase in Agency Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = \$35,201,999	Expected Rental revenue in dollars after implementation of the activity = \$1,500,000	Actual Rental revenue in dollars after implementation of the activity = \$42,415,494.	Yes.

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

Year Approved: 2011
 Year Implemented: 2018
 Year Amended: N/A

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

Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. In FY 2022, OHA continued subsidizing households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges - SRO local program. All providers had existing service enriched single occupancy housing units, which were targeted to serve special needs populations. OHA did not meet the benchmark of 185 households served as no new partners such as St. Mary’s Center (Friendly Manor) were added as projected.

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

Type of Service	Description of Service
Resident Services	Individual support with maintaining public benefits, accessing low cost utilities, addressing issues affecting the residents ability to live independently, referrals to In-Home supportive Services, Center for Elder Independence and to a higher level of care when needed.
Housing Stability Support	Resident services providing individual support to retain housing through one on one counseling, connections with resources and communication regarding Property Management concerns. Support with budgeting and referral to payee services. Support for residents failing room inspections, holding lease violations of having nonpayment of rent. Bi-weekly coordination meetings between Resident Services and Property Management in support of resident housing stability.
Career Readiness and Education	For residents able to work, and based on individual interest and needs, basic support on finding employment and referrals to employment services. Computer lab offered to residents to apply for work or to develop resume.
Housing	Referrals and assistance applying for other housing opportunities, where requested by the resident.

Licensed Social Worker Services	To be implemented in the near future, Licensed Social Worker services will offer counseling, short term Therapy and crisis management for residents using a harm reduction and strength-based framework. Programming will be offered such as therapeutic support groups directly or through community volunteers.
----------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. No non-significant changes occurred during the FY.

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

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

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

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = 100	Expected households losing assistance/moving after implementation of the activity = Zero	Number of households who were prevented from losing assistance/moving after implementation of the activity = Total = zero	Yes.
HC#1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = (185) units	Number of housing units of this type after implementation of the activity = 169	No.
HC#2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = (185) units	Number of housing units preserved after implementation of the activity= 169 units	No.

reach a specific type of household, give that type in this box.				
-----------------------------------------------------------------	--	--	--	--

HC#5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = (185) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 169 households	No.

HC#7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = (185) households	Number of households receiving these services after implementation of the activity = 169 households	No.

MTW Activity #11-05: PBV Transitional Housing Program

Year Approved: 2011
 Year Implemented: 2011
 Year Amended: N/A

Description/Impact/Update: Develop sub-programs modeled after the Project-Based Voucher program to allow for transitional housing opportunities at developments serving low-income special needs households who otherwise might not qualify for or be successful in the Public Housing and/or Section 8 programs.

Parents And Children Together (PACT)

This activity used established partnerships with the Alameda County Sherriff's Office (ACSO), to facilitate the development of local, non-traditional housing programs like the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative. This program offered service-enriched transitional housing support to formerly incarcerated mothers seeking to reunite with their children and deter recidivism. The Dads Acquiring and Developing Skills (DADS) program serves fathers exiting minimum security incarceration seeking to reunite with their children and families. Under the model used during the FY, the ACSO referred MOMS and DADS program participants to OHA for housing. OHA implemented the Parents and Children Together (PACT) program to provide transitional service enriched housing to both populations. In addition to the housing subsidy, the PACT program offered customized adult, family and youth case



management, group counseling services, family activities and educational and employment development assistance to all participants as a condition for participation in the program.

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



Along with the primary program partners Alameda County Sheriff's Office (ACSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, OHA continued to determine the strategic direction and led the multi-partner board to address program improvements. Additions to the program structure included a sober living agreement; an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults. During FY 2022, ASCO continued to use the supportive service provider Family Services Bureau (YFSC) to provide services to program participants in addition to the Family and Community Partnerships department within OHA.



Families assisted under this activity represent some of the local, non-traditional households served by OHA. Overall on average, 13 families participated in the program per month with 2 new admissions during the FY. Of the thirteen families, one (1) graduated into stable housing and several were terminated for not complying with program guidelines.

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The average earned income for all participant households was \$2,949. While several participants exceeded the average income benchmark, due to low incomes of other participants the average monthly income benchmarks were not achieved. OHA relied on its community partners to provide skill building and job development workshops that helped increase the employability of the PACT participants, and the team referred participants to the Workforce Development initiative within the OHA Family and Community Partnerships Department. Some of the key partnerships and events throughout the FY were:



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

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

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA experienced challenges with families exiting the program without leaving the units. Due to eviction moratoriums and other challenges, families occupied units without remaining in the PACT program. OHA is investigating strategies to improve the administration of the program in terms of agreements versus leases and other options by examining implementation of these types of programs by other MTW agencies.

Standard HUD Metrics PACT Program				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15 households (PACT)	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13 households (1 new admissions)	No.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 15 households	Number of households receiving these services after implementation of the activity = 13 PACT households	No.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 8 households	Average number of households made available after implementation of this activity = 13 PACT households	Yes – the benchmark was exceeded.

Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = Zero (0)	Average earned income of households affected by this policy in dollars after implementation of this activity = \$10,000 (1040 hours at \$12.55 minimum wage) - PACT	Average earned income of households affected by this policy in dollars = \$2,949	No. PACT did not achieve the benchmark. Only one participant had earned income of \$38,340 per month.

Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$100 in dollars	Amount of savings/escrow of households after implementation of this policy = \$43 dollars	No.

Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed at during program = Zero (0)	Number of participants employed at during program = 2	Yes. Benchmark achieved.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 1	No.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = Three (3)	Number of participants in Educational program during program = 4	Yes. Benchmark was exceeded.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 0	No.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program = 10	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab = 0	Number of participants in drug rehab = 8	Number of participants in drug rehab = 6 participants	No.

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
---------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--

Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance during program = ten (10)	No.

Households Assisted by Services that Increase 3Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 10 households	Number of households receiving these services after implementation of the activity = 1 households	No.

Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	OHA's current business system and partner does not have the capacity to accurately measure this metric. The partner agencies were not obligated to track this information during the fiscal year. OHA will explore a customization to track this information with the business system vendor.			

Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity =1 Households	No.

Building Bridges – Shared and Transitional Housing

In FY 2018, OHA implemented the Building Bridges (BB) initiative, which is comprised of several local programs. The BB-Shared and BB-Transitional local programs are designed to develop a model of targeting housing resources, alongside supportive services funding, toward a household to dramatically improve outcomes for the household through County, City and housing authority systems alignment. In FY 2020, existing partners continued to provide BB-Transitional housing to several hard to house populations. No new partners were added, but existing partners more than doubled the number of families served as compared to FY 2019.



Operation Dignity (SRO-Transitional)

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

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

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

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

FIT started serving families through Building Bridges in March 2018.

Peter Babcock House (Shared Housing)

Peter Babcock House assisted individuals by providing supportive, long-term housing and ongoing non-clinical case management, transportation, resource referral, and conflict resolution for individuals living at the home. Staff met weekly with each resident to assess any needs, check on progress toward goals, and provides resources to address any issues. Peter Babcock House received funds from HUDs Continuum of Care (CoC) grant and as a part of the CoC grant Satellite Affordable Housing (SAHA)

began leasing vacancies through the Alameda County Coordinated Entry System (CES). Peter Babcock House began serving families in Building Bridges in April 2018.

St. Mary Presentation House (Shared Housing)

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

1. Provide quality, consistent case management services that include weekly meetings between Case Manager and participant to address ongoing needs, provide necessary support and check in on goals.
2. Develop life skills and regular habits such as grocery shopping, paying rent, establishing savings, cleaning, and tending to hygiene needs to set foundation of self-care practices and responsibility for independent living.
3. Practice building communication skills through weekly community meetings to discuss house needs, conflicts and appreciations.
4. Create access to housing resources by attending a housing clinic to access applications and apply to affordable, independent living opportunities.

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

City of Oakland – Matilda Cleveland (Transitional Housing)

The Matilda Cleveland (MC) Program is a 14-unit project for homeless families designed to assist families with transitioning to permanent housing. All families were referred to MC through a Coordinated Entry process via the Family Front Door. Families enrolled in the project received various support services designed to help them achieve self-sufficiency and locate permanent housing quickly. Families received access to case management, employment support services and access to mental health and housing search assistance. During FY 2020 specific goals of the project were:

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

MC joined the Building Bridges program in March 2018.

St. Mary Closer to Home (Shared Housing)

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

Actual Non-Significant Changes: There were no non-significant changes during the FY.

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

Actual Significant Changes: OHA had no significant changes during the FY for this activity.

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

Standard HUD Metrics Building Bridges Program				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 45 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 28 households	No.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 45 households	Number of households receiving these services after implementation of the activity = 28 households	No.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 45 households	Average number of households made available after implementation of this activity = 28 households	No.
Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = \$0	Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,392	Average earned income of households affected by this policy in dollars \$7,666 (overall) and \$12,425 (average of those with income)	Not overall, but there is a slight increase for those that earn income.
------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------

Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$0 in dollars	Amount of savings/escrow of households after implementation of this policy = \$0 dollars	No. This benchmark is not currently measurable, but OHA is exploring with the partners a way to track this information. We had 2 households that were reported as increase, but no dollar amounts.

Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = 0	Number of participants employed at during program = 3	Yes.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 2	Yes.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = Three (3)	Number of participants in Educational program during program = 0	No.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 0	No.
(5) Unemployed	Number of participants unemployed at start of program = 28	Number of participants unemployed during program = 6	Number of participants unemployed during program =31	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =8	Number of participants in drug rehab =3	No.

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
---------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--

Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance during program = zero	Yes

Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 45 households	Number of households receiving these services after implementation of the activity = 23 households	No.

Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars before implementation = Zero	Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = \$908	Actual average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars = \$0 (none of the households transitioned to a traditional subsidy - \$897 is the subsidy amount paid through the local non-traditional program)	No.

Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity = 28 Households	Yes. The benchmark was greatly exceeded.

uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.				
-----------------------------------------------------------------------------------------------------------------------------	--	--	--	--

MTW Activity #10-01: Specialized Housing Programs

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

Description/Impact/Update: In partnership with the ACSO, OHA operated the PACT program, which accepted referrals from the MOMS and DADS programs operated by ACSO. This activity increased the allocation of resources to the PACT program to improve outcomes and enhance program coordination among partners.

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

In FY 2022, OHA collaborated with community partners that dedicated staff to provide on-site case management and training and operational support funding from the Inmate Welfare Fund. OHA exceeded the expected benchmark by \$398,315 by leveraging \$648,315 from local non-profits and public agencies in salaries and operating costs.

Actual Non-Significant Changes: OHA had no non-significant changes to this activity.

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

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

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

Standard HUD Metrics				
CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Amount leveraged after implementation of the activity (in dollars) = \$250,000	Actual amount leveraged after implementation of the activity = \$648,315	Yes. Benchmark exceeded by \$398,315.

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

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

Description/Impact/Update: Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero (\$0) to remain in the program for up to 24 months before being terminated from the program. The baselines for this activity were set at zero given that existing program regulations require OHA terminate after six months all families that reached the zero HAP status. While OHA planned to reduce the safety net extension from 24 months to 12, due to COVID-19 and shifting priorities, OHA elected to postpone this change and implemented it in September 2021. Over the course of the FY, an average of 90 families were in a “zero HAP” status, using the safety net of the additional 6 months on the program to maintain their income stability. Twenty three (23) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 24 months. The outcomes demonstrate that while households were able to benefit from the protections provided under this activity, the majority of families returned to subsidy and did not exit the program to “self-sufficiency” as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families decreased income or modified family composition when faced with exiting the program. This outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory. OHA plans to use this activity for RAD voucher holders.

Actual Non-Significant Changes: OHA had no non-significant changes to this activity.

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA continued to research strategies that encourage families to utilize the extension provided by the activity and achieve economic self-sufficiency by graduating and exiting from the voucher program. Given the very expensive housing market in Oakland, participants were afraid to leave the safety net of the option of continuing subsidy behind. Referrals to OHA’s FCP Department were encouraged to continue and enhance employment opportunities. Many of these families had established income and employment streams and did not take advantage of FCP’s services.

Standard HUD Metrics				
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy after implementation of the activity (in dollars) =	Actual average income of \$75,368	Yes.

	\$47,711 for 109 households	\$47,711 (0% increase)		
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementation of this activity = 11 households	Number of households receiving TANF assistance after implementation of this activity = 5 (45% decrease)	Number of Households receiving TANF = 3 households	Yes.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household prior to implementation of this policy in dollars = \$995	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0 (100% decrease)	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0	Yes.
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average PHA rental revenue/HAP in dollars (increase) for the year	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$0	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self sufficiency (self-termination from the program) = Zero (0) families	Number of households transitioned to self sufficiency = 18 families	Actual number of households transitioned to self-sufficiency = 23	Yes. The benchmark was achieved and exceeded.
Standard OHA Metrics				
Households Assisted by Services that Increase Self Sufficiency				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency (self-termination from the program) = Zero (0) families	Number of households receiving services aimed to increase self-sufficiency = 0 families	Actual number of households transitioned to self-sufficiency = 0	Yes.

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

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

Description/Impact/Update: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. The anticipated impacts are to reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts. In FY 2022 OHA did not use this activity.

Actual Non-Significant Changes: There were no non-significant changes to the activity.

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

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

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

Standard HUD Metrics

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$70 (staff salary/hour) * 80 hours = \$5,600	Expected cost of task after implementation of the activity = \$70 * 10 hours = \$700	Task was not used in FY 2022.	N/A

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
---------------------	----------	-----------	---------	---------------------

Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 10 hours/contract * 8 contracts = 80 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 1 contracts = 10 Hours	Task was not used in FY 2022.	N/A
------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------	-----

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

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

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

Actual Non-significant Changes: This activity was not used during FY 2022.

Actual Changes to Metrics/Data Collection: OHA did not use this activity in FY 2022 for the disposition of public housing units as anticipated.

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

Challenges in Achieving Benchmarks and possible strategies: There were no new challenges or strategies during the FY to report.

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 6 AMP areas = \$13,200	Actual cost of task after implementation of the activity = zero	Activity was not used in FY 2022.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours	Actual amount of total staff time dedicated to the task after implementation of the activity = zero	Activity was not used in FY 2022.
------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	-----------------------------------

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 500 units preserved	Actual housing units preserved after implementation of the activity = zero	Activity was not used in FY 2022.

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	Actual households losing assistance/moving after implementation of the activity (number) = Zero (0)	Activity was not used in FY 2022.

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

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

Description/Impact/Update: As a result of disposition, some households may meet the definition of “over-housed” based on differences in the occupancy policies in the public housing and HCV 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. OHA and PBV owners also use this activity to house families in units when there are no families on the waitlist that qualify for the size units that are available. This activity will apply to RAD voucher holders to ensure access to housing for families impacted by disposition and to preserve affordable units for families whose subsidy standards are less than the PBV unit sizes.

This activity was initiated in FY 2010 as a result of the conversion of public housing scattered site units to the PBV program. Families in former public housing scattered sites were allowed to remain in place

with TPV assistance, which did not require enforcement of the minimum number of family members per bedroom size, as was the case with PBV units. This activity continues to be used for the former Public Housing sites, and for PBV sites to reduce vacancies when a smaller unit is unavailable and there are no appropriately sized families on the waitlist. In FY 2022, no new families were assisted under this activity.

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

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

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

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

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 60 units preserved	This activity was not used in FY 2022.	N/A

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). = \$645	Expected average subsidy per household affected by this policy after implementation of the activity = zero (in dollars).	This activity was not used in FY 2022.	N/A

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of	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)	This activity was not used in FY 2022.	N/A

household, give that type in this box.				
----------------------------------------	--	--	--	--

MTW Activity #10-06: Local Housing Assistance Program

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

Description/Impact/Update:

LHAP

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

Originally, 44 households were on this program. During FY 2022, only 12 households remained of the original LHAP families and no families elected to take their voucher and move.

SBHAP

OHA required that SBHAP program participants to pay no more than 30% of their income towards rent, participants must meet the same income limits as the HCV program, and they must pass federal immigration eligibility requirements. All housing units subsidized must were required to meet the HQS. Participant families were assisted by providers contracted by the City of Oakland and received supportive services along with the housing assistance offered under the activity. OHA’s contract with the City leveraged resources, expertise, and community connections to deliver housing related services to, on average, 87-100 hard-to-house households on an annual basis in Oakland. OHA implemented a Step Down program to allow program participants that have been stably housed for more than a year to transition to an HCV. Over the course of the FY, an average of 91 households were served per month. Overall, no households transitioned from SBHAP to a HCV. In June 2020, the Board of Commissioners increased the funding to \$3,081,093 for FY 2021 to serve an additional 40 homeless families with children. This represents a 35% increase in funding for this program but the City and partners had difficulty executing on this additional funding to serve an increase number of families. Staff retention and enrollment were challenges that were exacerbated by the COVID-19 pandemic.

FPFY supported the young adults in the SBHAP program with a variety of supportive services that focused on education and employment. The goal of the My First Place program was to help youth access the community resources available to them. Education and Employment Specialists (EES)

worked closely with the youth to help them get employment in their chosen field and to gain hands on experience.

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

BB-CalWORKs

The Building Bridges – CalWORKs program is designed to provide a stable shallow housing subsidy for 1-2 years for ACSSA clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing housing and improving outcomes for families and children. OHA and ACSSA have a referral process, billing procedures and forms and reporting requirements. ACSSA provides wrap around case management services to address employment barriers and assist with access to other needed community resources. Upon successful program completion, program participants may be referred to eligibility screening for a HCV. During FY 2022, this program served an average of 24 families per month.

BB-THP+

The Building Bridges – Transitional Housing Plus (THP+) program is a short term five-year program for up to 50 participants. The short term assistance payment phases down funding in year four and year five. Roommate living arrangements are allowed. The service provider is responsible for ensuring that participants and units meet program eligibility requirements and the service provider will provide program participants through direct referral to OHA. During FY 2022, OHA served approximately 25 families per month.

Families assisted under this activity represent several of the local, non-traditional households served by OHA through its MTW authority. On average, the SBHAP program served 91 families per month. The goal of SBHAP is to serve up to 140 families on average per month and the program experienced challenges with staff turnover for a key partner that resulted in no families served through them until the last few months of the FY.

Actual Non-Significant Changes: No non-significant changes for this activity.

Building Bridges Key To Home Program (BB-KTH)

Description

OHA partnered with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to up to 23 families through a new local housing assistance pilot program. The program provided a coordinated exit for families with children out of Project Roomkey interim housing in to more long term supportive housing managed by a third-party homeless service provider and property manager contracted by OAHPI to provide resident community services and property management. The program has a tiered tenant rent structure based on Area Median Income (AMI). The AMI categories for program participant rents are as follows with all families being at least at 50% AMI or below:

AMI Range	Flat Rent Amount **
• 0% - 5%	\$50
• 6%-10%	\$100
• 11%-19%	\$200
• 20%-39%	\$300
• 40%-50%	\$400

** Subject to change based on Utility Allowance review (will not exceed 30% of participant income)

Program participants pay a flat rent based on AMI income category and sign an annual lease. Participants are re-certified for AMI status bi-annually. Supportive services and case management are provided by HCSA and Housing Consortium of the East Bay (HCEB). OHA plans to continue the program for a minimum of 15 years with an option to extend for 5 years, provided funding availability. OHA projects the costs to provide rental assistance for 15 years to 23 households to be \$9,279,000. If the program is extended another 5 years, the projected overall costs are \$12,372,000. Initial funding will be provided by CARES Act and MTW funds and subsequent years will be funded through MTW single fund flexibility.

Initially, vacant units are occupied by eligible Project Roomkey households and subsequently by Oakland families with children under 18 using the County's coordinated assessment and entry system that prioritizes eligible tenants based on criteria other than "first-come-first-serve", including, but not limited to, the duration or chronicity of homelessness, vulnerability to early mortality, or high utilization of crisis services.

The range of services that the County offers include but are not limited to:

1. General services including outreach, goal planning, information and referral, Case management, living skills assistance, coordination of services, conflict resolution, housing retention skills development and eviction prevention;
2. Benefits/money management assistance including assistance applying for public benefit programs, referrals for payee services, credit counseling referrals, civil legal assistance linkages, and assistance with budgeting and establishing bank accounts;
3. Integrated, co-occurring treatment resources that include individualized assessment and treatment planning and coordinated care for physical health/medical, mental health, and substance use conditions;
4. Linkages and coordination with primary care and medical providers, health education, HIV/AIDS care and referrals;
5. Mental health services including individual assessment and counseling, group counseling, psychiatric care and referrals, referrals and advocacy;
6. Substance use/abuse services including individual assessment and counseling, group counseling, referrals to treatment programs and ongoing support;
7. Employment/vocational/educational training, on and off-site training, educational opportunities, financial assistance for work training at education, and work opportunities connected with the services program; and
8. Community building/social activities including peer support, outings and field trips, organizing/political activities, consumer/tenant involvement opportunities and support;
9. Adequate and convenient transportation to off-site services

Utilization of services is voluntary for participants of the pilot program.

During FY 2022, OHA served on average 15 families per month through BB-KTH.

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

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

Challenges in Achieving Benchmarks and Possible Strategies:

SBHAP

During the FY, it was challenging to maintain and recruit new landlord participants. Partner agencies worked closely with OHA, clients and landlords to ensure that any leasing challenges were addressed in a timely manner. In FY 2021, OHA and its partners were not able to help SBHAP families through the step-down initiative, where participants that remained housed successfully for one year, were offered a voucher to use to move or remain in place if the landlord chose to enter the HCV program. Convincing existing landlords to enter the Housing Choice Voucher program was difficult for partners. Additionally, OHA found that tenants were hesitant to accept a voucher because it would require transition to new case management and any change to their stable environments was a cause for anxiety. As a result, the numbers of individuals that opted to use this opportunity were not as high as expected. Additionally, the partners experience higher than expected staff turnover, which caused a high learning curve, slowing the admission of new enrollees. The COVID-19 pandemic also affected enrollments and staff effectiveness in ramping up new enrollees.

BB-THP+

Challenge: The initial HQS fail rate was roughly 75% for units enrolled in the program, which caused enrollment delays. FPFY and Abode worked directly to remediate small repairs, but substantial problems required coordination with the property owner for resolution. In response to this issue, FPFY implemented, using guidelines and training provided by OHA, a pre-inspection protocol to ensure units were ready for HQS inspections and to remediate issues in order to avoid chronic unit fails. Additionally, the team assigned a housing specialist to help facilitate housing-related issues.

FPFY and Abode began unit searches and procurement 60-90 days prior to program enrollment to try and address the dearth of willing landlord participants challenge. Other challenges:

- HQS Inspections
 - Delay between pre-inspection request by FPFY and the time it got to OHA
 - 30 days to request HQS typically expired before OHA inspected, which caused the process to start)
 - Halted inspections for occupied units was a challenge both before and during the pandemic
- Identification of available units for (Abode's Youth)

CalWORKs

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

program participants. The eligibility process has proven slow with participants in obtaining eligibility requirements. Participants must stay employed to remain in the program and challenging job environments during the pandemic has jeopardized eligibility for some participants. OHA continued to see challenges for participants maintaining employment related to COVID-19 job losses.

Standard HUD Metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 16	Actual housing units of this type after implementation of the activity = 12	No. These numbers are meant to decline as participants opt to move.
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 = 145	Actual housing units of this type after implementation of the activity = 91	No.
BB-THP+	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 20	Actual housing units of this type after implementation of the activity = 25	Yes
BB-CalWORKs	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 20	Actual housing units of this type after implementation of the activity = 24	Yes.
BB-KTH pilot	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 = 23	Actual housing units of this type after implementation of the activity = 15	No.
Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Total number of households who would not qualify for an available unit based on household composition = Zero (0)	Total expected housing units of this type after implementation of the activity = 201	Total housing units of this type after implementation of the activity = 167	No.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
---------------------	----------	-----------	---------	---------------------

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 16	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 12	No.
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 = 145	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 91	No.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-THP+	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 20	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 25	Yes
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-CalWORKs	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 20	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 24	Yes.
BB-KTH pilot	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 = 23	Actual housing units of this type after implementation of the activity = 15	No.
Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 201	Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 167	No.

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase). 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 = 16	Actual number of households receiving these services after implementation of the activity = 12	No.
Number of households receiving services aimed to increase housing choice (increase). SBHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 145	Total actual number of households receiving these services after implementation of the activity = 91	No
Number of households receiving services aimed to increase housing choice (increase). BB-THP+	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 20	Total actual number of households receiving these services after implementation of the activity = 25	Yes.
Number of households receiving services aimed to increase housing choice (increase). BB-CalWORKs	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 20	Total actual number of households receiving these services after implementation of the activity = 24	Yes.
BB-KTH pilot	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 = 23	Actual housing units of this type after implementation of the activity = 15	No.
Total number of households receiving services aimed to increase housing choice (increase).	Total households receiving this type of service prior to implementation of the activity = Zero (0)	Total expected number of households receiving these services after implementation of the activity = 201	Total actual number of households receiving these services after implementation of the activity = 167	No.

MTW Activity #10-08: Redesign FSS Program

Plan Year Approved: 2010
Plan Year Implemented: 2021

Description/Impact/Update: OHA plans to 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. OHA intends to exclude all earnings above \$480 per year for the Head of Household (HOH) or spouse/co-head+ during the first two years of FSS participation if the HOH or spouse is attending school full time, analogous to the current exclusion for students. This would only be effective for new enrollees. OHA plans to use this activity for RAD voucher holders.

OHA also intends to implement a new method for calculating escrow credit. Escrow credit calculations will be based on an earned income range for the household. OHA has created a schedule with ranges for earned income corresponding with the escrow credit a household will receive as an FSS participant. This will simplify the escrow calculation, which is currently a 22-step calculation process, which is complicated to explain to residents and to audit. See Table A below:

Table A: FSS Income/Escrow Table	
\$10,000 - \$14,999	\$50
\$15,000 - \$19,999	\$75
\$20,000 - \$24,999	\$100
\$25,000 - \$29,999	\$125
\$30,000 - \$34,999	\$150
\$35,000 - \$39,999	\$175
\$40,000 - \$44,999	\$200
\$45,000 - \$49,999	\$225
\$50,000 - \$54,999	\$250
\$55,000 - \$59,999	\$275
\$60,000 - \$64,999	\$300
\$65,000 - \$69,999	\$325
\$70,000 - \$74,999	\$350
\$75,000 - \$79,999	\$375
\$80,000 - \$84,999	\$400
\$85,000 - \$89,999	\$425
\$90,000 - \$94,999	\$450
\$95,000 - \$99,999	\$475
\$100,000 -Above	\$500

OHA also intends to allow other housing program participants such as those in MTW local programs to participate in the FSS program. Programs such as PACT (Activity 11-05) have supportive services to facilitate job training and workforce development skills and can benefit from FSS services and escrow accumulation. Residents that are managed by third party property managers in mixed finance sites will be allowed to apply for FSS participation. In FY 2021, but planning and groundwork for implementation will commence.

During FY 2022, OHA continued to work with our business software vendor on the custom programming needed to implement the FSS redesign. OHA obtained approval to pay for the custom programming in December 2021. The business software vendor delivered the initial version of the custom programming in January 2022. OHA began testing the custom programming and found issues related to escrow that needed to be fixed. The business software vendor has provided an updated version of the custom

programming, and OHA is currently testing the updates with the Leased Housing Department. OHA anticipates testing to be complete in Q1 of FY 2023.

OHA continued planning to determine the most effective method to allow public housing residents from third-party managed properties to enroll in the FSS program. These properties use a different business software that does not administer the FSS program. OHA will continue to plan and research the most effective method to allow these residents to participate effectively.

On May 17, 2022, HUD published the Final Rule implementing the re-authorization of the FSS program that passed as part of the Economic Growth Act in 2018. The Final Rule became effective June 17, 2022, and all FSS programs have until November 14, 2022, to bring their policies into compliance with the Final Rule. The Final Rule brought significant changes to various aspects of the FSS program. HUD requires all FSS programs to update their FSS Action Plan to incorporate these changes.

OHA will update its FSS Action Plan in Q1 of FY 2023 and expects to have the FSS Action Plan approved during Q2 of FY 2023. When updating the FSS Action Plan, OHA will incorporate changes needed for the FSS redesign and changes required to comply with the Final Rule. Once the FSS Action Plan is approved, a future date will be set whereby new FSS participants who enroll will abide by the policies outlined in the updated FSS Action Plan.

OHA anticipates implementing the modified escrow schedule, HOH/Co-HOH/Spouse full-time student exclusion, and the ability for program participants in MTW local non-traditional programs to enroll in FSS in Q2 of FY 2023. Additionally, we expect to implement all activities in the FSS redesign, including the ability to enroll public housing residents managed by third-party sites in the program by Q4 of FY 2023.

Actual Non-Significant Changes: There were no non-significant changes.

Actual Changes to Metrics/Data Collection: Standard metrics for the activity are reflected in the table below. There are no planned changes to metrics or data collection.

Actual Significant Changes: There were no significant changes.

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

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). \$26,317 for 188 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$27,632.85 (5% 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). \$5,089 for 184 households	Expected average escrow of households affected by this policy prior to implementation of the activity (in dollars) = \$5,343.45 (5% 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:		
(a) Employed Full- Time	a) 67 Participants b) 30 Participants c) 16 Participants d) 1 Participant e) 92 Participants f) 0 Participants	a) 77 Participants b) 40 Participants c) 21 Participants d) 3 Participants e) 80 Participants f) 0 Participants
(b) Employed Part- Time		
(c) Enrolled in an Educational Program		
(d) Enrolled in Job Training Program		
(e) Unemployed		
(f) Other-Drug Rehab Counseling		
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.		

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 =21 households	Number of households receiving TANF after implementation of this activity=17 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 = 186 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 206 households

SS #6: 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 = 15 households	Number of households transitioned to self-sufficiency after implementation of this activity = 19 households

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

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: 2019

Description/Impact/Update: Allows OHA to alter the 12-month minimum stay requirement for tenants in PBV units. 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. If a voucher or comparable tenant-based assistance was not available, OHA gave the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity allowed OHA to extend or reduce the minimum stay requirement for residents and gave OHA the discretion to prioritize the family on the HCV waitlist.

OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist. The Tenancy Addendum form was modified to include the minimum stay requirement and was distributed to tenants when they moved into a PBV unit. For FY 2022, OHA required PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

This activity did not apply to families: (1) with an approved Reasonable Accommodation that required them to move from their PBV unit, (2) who experienced a change in family composition that affected the size of the unit, or (3) who presented a compelling reason to move out of the PBV unit to the Executive Director for consideration. Circumstances surrounding requests to move, such as VAWA requirements, employment opportunities in other public housing jurisdictions and availability of tenant-based vouchers were considered. In FY 2022, no families remained on the transfer list and requests were not being taken because HCV were not being issued.

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

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

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

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

Standard HUD Metrics				
HC #3: Decrease in Waitlist Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) = zero	Expected applicant time on waitlist after implementation of the activity (in months) = 60	Actual applicant time on waitlist after implementation of the activity (in months) = 84	No.
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If	Number of households at or below 80% AMI that would lose assistance or need to move prior to implementation of the activity = Zero (0)	Expected number of households at or below 80% AMI that would have assistance preserved and not need to move after	Actual housing units Number of households at or below 80% AMI that would lose assistance or not need to move of this type after implementation of the activity = zero	Yes.

units reach a specific type of household, give that type in this box. (PBVs)		implementation of the activity = zero		
------------------------------------------------------------------------------	--	---------------------------------------	--	--

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 households	Actual number of households able to move to a better unit after implementation of this activity = 0 units	No.

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

Year Approved: 2008
 Year Implemented: 2008
 Year Amended: N/A

Description/Impact/Update: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. In FY 2022, the first two projects of Brooklyn Basin achieved 100% occupancy and converted the construction financing to permanent in January 2022. In May 2022, Brooklyn Basin Project 3, Foon Lok West, completed construction and later that month, Project 4, Foon Lok East, closed financing and started construction. An additional 110 units were rehabilitated in OHA’s existing project-based portfolio. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

- Brooklyn Basin – A 65-acre site that will be completely transformed, with more than 3,000 residences, 32 acres of parks and open spaces, restored wetlands, a new marina and 200,000 square feet of retail and commercial space. OHA in partnership with the City of Oakland and MidPen Housing Corporation is developing 465 units of affordable housing for low-income families and seniors as part of the Brooklyn Basin master planned community. FY 2022, Project 3, known as Foon Lok West (130 units for families and formerly homeless households, 65 assisted with PBVs) completed construction. Projects 1 and 2, Paseo Estero and Vista Estero, achieved 100% occupancy of the 211 units and all construction financing was converted to permanent financing. And finally, MidPen closed upon the construction financing and started construction on Project 4, 124 units at Foon Lok East. OHA was able to serve an average of 131 families per month through the local non-traditional tax credit only units that were completed.



Brooklyn Basin

- 285 12th Street - OHA is partnering with the East Bay Asian Local Development Corporation (EBALDC) to construct affordable housing to include 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations. OHA has committed to providing conventional PBVs for 16 units and HUD-VASH PBVs for 8 units. OHA provided an acquisition bridge loan and a predevelopment loan to the project in FY 2022.
- 500 Lake Park Avenue – OHA is partnering with EAH Housing to construct a 53 unit affordable housing building with 2,900 square feet of retail space at 500 Lake Park Avenue in the Grand Lake district of Oakland. OHA has acquired the land and provided a loan to EAH to fund predevelopment activities for the project.
- 6946 Foothill Blvd - OHA and its affiliate OHI conducted predevelopment planning to rehabilitate and preserve 65 units of affordable housing using low-income housing tax credits.
- Mandela Gateway LP Buyout – OHA exercised its option to purchase the Limited Partner interest in Mandela Gateway.

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

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

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

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

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 130 units under construction during the Fiscal Year.	Actual housing units of this type after implementation of the activity = 130 units were completed and an average of 52 were leased per month to families using non-traditional subsidies during the Fiscal Year. 65 of the units had PBV subsidies and are accounted for in the HCV families served total.	Yes.
HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or	Housing units preserved prior to implementation of	Expected housing units preserved after implementation of the activity = 100 OAHPI units	Actual housing units of this type after implementation of the activity = 110 OAHPI	Yes.

below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	the activity = Zero (0)	and 52 units rehabilitated for Oak Groves North and South	units and 52 rehabs completed for Oak Groves North and South.	
------------------------------------------------------------------------------------------------------------------------------------------	-------------------------	-----------------------------------------------------------	---------------------------------------------------------------	--

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity =130 households	Actual number of households able to move to a better unit after implementation of this activity = 130 units	Yes.

MTW Activity #06-01: Site Based Wait Lists

Year Approved: 2006
 Year Implemented: 2006
 Year Amended: N/A

Description/Impact/Update: Establish site based wait lists at all public housing sites, HOPE VI sites, and developments with PBV allocations. Overall OHA saw mixed results with achieving a decrease in waitlist time due to site based waitlists. Many factors influenced time spent on waitlists including low unit month vacancy rates and turnover of units. The error rate was determined using random file sampling as a result of an internal audit of specific waitlists. OHA will use this activity for RAD voucher holders.

Actual Non-Significant Changes: This activity was active during the fiscal. OHA had no non-significant changes to this activity.

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

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

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

OHA and Standard Metrics

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%	Actual average rate of errors in completing the task = 0% - no audit findings	Yes.
---------------------------------------------------------------------	-------------------------------------------------------------------	----------------------------------------------------------------------------------	-------------------------------------------------------------------------------	------

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =60 months	Expected average number of months applicants spend on site based waitlist per site	Actual average number of months applicants spent on waitlist	No.
Campbell Village	60 months	65 months	37 months	Yes.
Lockwood Gardens	60 months	48 months	66 months	No
Peralta Villa	60 months	48 months	66 months	No
Harrison Towers	60 months	48 months	N/A – due to pending disposition	N/A
Adel Court	60 months	60 months	107 months	No
Palo Vista Gardens	60 months	24 months	41 months	No
Linden Court	60 months	55 months	n/a months	No
Mandela Gateway	60 months	55 months	2 months	Yes
Chestnut Court	60 months	24 months	n/a months	No
Foothill Family Apts	60 months	75 months	n/a months	No
Lion Creek Crossing	60 months	24 months	15 months	Yes.

OHA Metric - Vacancy Rate per public housing site

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%	Actual Vacancy rate per site (percentage)	
Campbell Village	2%	2%	4.75%	No
Lockwood Gardens	2%	2%	2.71%	No
Peralta Villa	2%	2%	1.29%	Yes
Harrison Towers	2%	2%	N/A	No. Harrison leasing is suspended pending disposition and rehab.
Adel Court	2%	2%	5.0%	No

Palo Vista Gardens	2%	2%	2.53%	No
Linden Court	2%	2%	9.43%	No
Mandela Gateway	2%	2%	1.45%	Yes
Chestnut Court	2%	2%	7.96%	No
Foothill Family Apts	2%	2%	1.19%	Yes
Lion Creek Crossing I&II	2%	2%	1.43%	Yes
Lion Creek Crossing III	2%	2%	0.45%	Yes
Lion Creek Crossing IV	2%	2%	0.00%	Yes

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

Year Approved: 2006
Year Implemented: 2006
Year Amended: N/A

Description/Impact/Update: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process. In FY 2022, OHA did not use this activity.

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA did not have challenges with this activity during the FY to report.

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Activity was not used	N/A
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of	Activity was not used	N/A

	the activity = 35 hours per project award.		
--	--------------------------------------------	--	--

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

Year Approved: 2006
 Year Implemented: 2006
 Year Amended: N/A

Description/Impact/Update: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process. This activity was created to reduce the administrative time and development costs associated with issuing a RFP and to increase housing choices by creating new or replacement affordable housing opportunities. In FY 2022, OHA did not use this activity.

Actual Non-Significant Changes: This activity was not active during the fiscal year. This activity is dependent upon the number of projects that go through the City of Oakland Notice of Funding Availability annual competitive process, which did not result in projects for OHA to fund during the FY.

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA did not have challenges with this activity during the FY to report.

Standard HUD Metrics

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Zero projects were awarded PBV funding without an OHA administered RFP = Cost savings of \$0	OHA did not use the activity.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per RFP	Zero projects were awarded PBV funding without an OHA administered RFP = Time savings of \$0	OHA did not use the activity.

B. Not Yet Implemented Activities

Table 15: Approved MTW Activities Not Yet Implemented

Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Recertifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
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 	<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

MTW Activity #20-01: Emergency Relief from Interim Re-certifications

Year Approved: 2022

Description/Impact/Update: The COVID-19 public health crisis in early 2020, has affected and will continue to affect program participants' incomes and their ability to pay rent. The crisis also imposed an incredible burden on OHA to manage hundreds of calls to modify income, request hardship, and reschedule cancelled appointments. Under this activity, OHA will use single fund flexibility to provide temporary relief from required activities for program participants and reduce administrative burden on OHA staff during declared disaster periods. The activity, based on documented need for the flexibility and funding availability, provides:

- Temporarily relieve tenants who experience a sudden and unexpected loss of income of the immediate need to submit detailed interim income/rent reduction requests,
- Pause requirements for OHA to perform and submit interim re-certifications for eligible participants in order to redirect staffing resources to more critical administrative tasks during a time of emergency by pausing the requirement to perform interim reexaminations (form HUD 50058-MTW action type 3) during declared disaster periods, and
- Provide short-term supplemental housing assistance for eligible families that pays all or some of the tenant portion of the rent in addition to existing subsidy provided by OHA.

Goals of the activity include:

- 1) Have the option to provide rent relief during crisis for a low-income population
- 2) Offset any possible issues with landlords leaving the program due to nonpayment of rent issues once the eviction moratoria are lifted
- 3) Provide relief for staff of normal operating administrative tasks by simplifying rent process: Freeze rents, no calculations, no interims or re-certs during this time to focus limited on-site staffing resources to critical areas

Actions Taken Toward Implementation: OHA re-proposed the activity in the FY 2022 Annual Plan with some modifications and with the waning of the COVID-19 pandemic, chose to postpone implementation. This activity is designed to be used in any crisis or emergency situation and will be kept for future needs in emergency situations.

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

Year Approved: 2017

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

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

Actions Taken Toward Implementation: OHA put significant efforts in FY 2019 towards developing a research partnership with UC Berkeley to explore various questions and aspects of landlord behavior, incentives, motivations and other useful metrics to determine future activities, incentives and amounts for increases. Due to challenges in executing the partnership, OHA was forced to put the research project on hold in FY 2020 and in FY 2021 explored other partnership opportunities but has not committed to any projects. In FY 2022, the activity remained on hold pending hiring the appropriate staff to move the activity forward.

MTW Activity #13-01: Rent Reform Pilot Program

Year Approved: 2013

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

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

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

Actions Taken Toward Implementation: OHA worked with the business system vendor to develop a specification for a modification to allow biennial and triennial re-certifications to be tracked and scheduled. OHA is currently waiting for the vendor to deliver the software modification so that it can be tested and implemented and the appropriate metrics for this activity can be tracked. These sites are being transitioned to a different property management group and company and planning for this activity cannot begin until the transition is complete. Due to the COVID-19 pandemic and out of the ordinary resource constraints, OHA was not able to explore starting this activity as planned.

C. Activities on Hold

Table 16: Approved MTW Activities on Hold

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
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

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

Year Approved: 2010
Year Implemented: 2010
Year Placed on Hold: 2012

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

Actions Taken Toward Reactivation: OHA held this activity off-line as it was determined it was not needed for Oak Grove North and South dispositions. The activity will be evaluated for the disposition of Harrison Towers and may be removed from hold in FY 2022.

MTW Activity #09-01: Alternative HQS System

Year Approved: 2009
Year Implemented: 2010
Year Placed on Hold: 2017

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

Actions Taken Toward Reactivation: This activity remains on hold until OHA decides to implement an alternative HQS inspection methodology. Currently, the regulatory inspection guidelines are working well for the needs of OHA and its owners.

MTW 09-02: Short-Term Subsidy Program

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

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

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

D. Closed Out Activities

OHA does not have any closed out activities to report for FY 2022

Section V. Sources and Uses of Funds

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

1) Actual Sources of MTW Funding for the Fiscal Year

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System by first week of August 2022.

2) Actual Uses of MTW Funds in the Plan Year

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

3) Activities that Used Only the Single Fund Flexibility

The single fund flexibility afforded by MTW allowed OHA to plan and respond to the local needs of the community. OHA chose to allocate funding to several initiatives that supported OHA's strategic goals and priorities described in Section I: Introduction.

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

Fund Deferred Maintenance and Capital Improvements

OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its OHA-managed sites and renovated 135 units, of which 25 were public housing. The remaining units renovated were located at scattered sites located in a PBV portfolio called OAHPI.



Fund Development



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

Construction completed on Phase 3 of Brooklyn Basin, called Foon Lok West, which added 130 family units (80% leased by end of the FY) of affordable housing as part of a large redevelopment of a 65-acre plot of land previously owned by the Port

of Foon Lok West – Community Area

Oakland. OHA continued pre-development partnerships with EBALDC and EAH respectively to develop two new sites with

affordable housing called 285 12th Street and Lake Park. OHA acquired provided an acquisition bridge loan and a predevelopment loan for 285 12th Street, a planned 65-unit affordable housing building on a currently vacant parcel.

Promoting Resident Empowerment and Self-Sufficiency

Employment and Economic Development

In FY 2022, the Family and Community Partnerships Department (FCP) focused on growing the employment & economic development team. FCP was able to bring on one additional full-time staff halfway through the year, which brought the employment & economic development team to two full-time staff. For the remainder of the fiscal year, the team focused on developing a strong road map for the work ahead that included a work plan and implementation plan for the economic development programming and offerings to the communities we serve. The plan included industry and resident research efforts with outcomes of the most sought-after industries by our residents for employment that had future growth opportunities. FCP focused on developing and fostering relationships within these industries and were able to provide training and connections to employers and built out the vacant program space which previously was “The Discovery Center” into what is now called “The Learning Lab”. The lab is



FSS Graduate - \$16,000 in escrow

equipped with 16 desktops, a projector, and printers. OHA has Chromebooks for participants and built a flexible space to accommodate larger groups. FCP launched morning and afternoon work labs that teach important milestones for our residents' growth in their employment & economic development journey. Four to six courses are held weekly. The topics covered are resumes, cover letters, workplace communication, computer literacy, and much more. The labs were offered at our West District office, and are planned to launch similar programming at our East District office at the start of FY 2023. FCP partnered with Alameda County CalWORKs on the process to launch the "On the Job Training" (OJT) program at OHA. The goal is to pilot OJT in FY23.

OHA submitted an application for the Job Plus Grant for public housing residents at Lockwood Gardens, a large public housing site located in East Oakland to increase job opportunities for this population. OHA continued to partner with the Oakland Private Industry Council (PIC) and Alameda County for the grant application, and also increased our partnerships with new and diverse employers that are located in East Oakland. This grant opportunity will allow OHA to scale and host large job fairs and will allow us to sustain the growth of the "Learning Lab" model in our East District office. If awarded the grant, FCP will be able to offer on-site support, employment labs, and computer access and literacy to underserved East District residents.

Education Initiative

In FY 2022, FCP focused on growing the Education team and brought on three additional full-time staff halfway through the year, bringing the Education team to a total of four full-time staff. For the remainder of the fiscal year, the Education team focused on developing a strong road map for FY 2023 that included a work plan and implementation plan for launching and scaling our programming and offerings to the communities we serve. Historically the Education program only served the partner schools that were identified in our MOU with the Oakland Unified School District (OUSD), leaving other students in our OHA family without dedicated support. In the new work plan, our Education team has shifted the partnership with OUSD to develop a "feeder school" model approach to our services. This model created an opportunity to provide a continuum of support for students residing in OHA properties throughout their K-12 journey. OHA identified 12 OUSD schools with data indicating high chronic truancy rates and academic achievement challenges. The 12 schools are located throughout Oakland in close proximity to two OHA program sites (Peralta and Lockwood). The identified schools are:

High Schools:

McClymond's High School, Oakland High School, Castlemont High School, and Fremont High School.

Middle Schools:

West Oakland Middle School, Elmhurst Middle School, Westlake Middle School, and Frick Middle.

Elementary Schools:

Prescott Elementary, Martin Luther King Jr. Elementary, Lockwood Elementary, and Markham.



For each grade level, FCP assigned a Resident Service Coordinator (RSC) to collaborate with the school sites and support our OHA students attending those schools. Our RSCs attend student support meetings held at the school sites, such as the Coordination of Services Team (COST), Attendance Team, IEP, and SST. Our RSCs contribute as a liaison to the student's home environment as solutions for support are developed for the student and the family. They also design incentives that are grade level specific to motivate students to improve their attendance and academic achievements.

Desired Outcomes

High School:

Improved attendance, Knowledge of and attainment of A-G Requirements, Higher Graduation Rates, and a cohesive plan beyond graduation (education/workforce)

Middle School:

Improved Attendance, Improved Literacy, and Readiness to matriculate to High School

Elementary:

Timely enrollment into Kindergarten, Readiness for Kindergarten, Improved Literacy

Enrollment and Engagement

In collaboration with identified school sites, RSCs will participate in each school site's student registration prior to the start of school to engage with parents and enroll students in our Education Initiative. Once a student is enrolled and a parent provides consent, RSCs will provide coordinated services throughout the school year, which will include regular check-ins with students and families, monitoring of attendance and grades, facilitation of literacy events, and college readiness events (through our College Corner).



Our Youth Employment contracts remained steady through FY 2022 as a result of a close partnership with both Youth Employment Partnership and LAO Family Community Development. Both agencies continued with their contract and services in FY 2022 and employed 191 youth throughout the year.

Housing Search Assistance

In FY 2022, the FCP Department dedicated one (1) Resident & Community Services Coordinator fulltime to support applicants with their housing search. For the Emergency Housing Voucher (EHV) Program, FCP received housing search referrals for a small population of gender-based violence applicants who did not receive housing search assistance from Alameda County partners. FCP supported these applicants with rental listings, master rental application assistance, referrals for security deposit assistance, Resident Tenancy Addendum (RTA) support, and prospective landlord



liaison support. Once housed, FCP provided a “Welcome Kit” to each EHV program participant, which includes: bedding, towels, pots and pans, and other household essentials.

In addition to the Housing Navigation services provided, OHA contracted with Kees’ Realty to support Emergency Housing Voucher (EHV) Program participants who are in need of housing search assistance to secure a rental unit. Kees’ Realty services included: locating available units, rental application assistance, credit check and counseling, transportation support, RTA assistance, paying past due utility fees up to \$250, and acting as a liaison between OHA and the applicant and the prospective landlord. FCP managed the contract with Kees’ Realty.

In this fiscal year, OHA received 49 housing vouchers to support former foster youth with 36 months of housing subsidy and started the Foster Youth to Independence (FYI) Voucher Program. The FCP department provided housing search assistance workshops and individual housing search assistance. FYI youth were provided master applications, along with other housing reference material, and unit listings for their voucher subsidy. Once housed, FYI, youth received moving boxes and their helpful “Adulthood” booklet, which offered helpful tips and advice to participants moving into their first apartment. FYI youth were encouraged to attend a Family Self-Sufficiency (FSS) Program orientation to enroll in the program to extend their voucher subsidy for an additional 24 months, and case management services to support their economic independence to self-sufficiency.

The FCP Department has made changes to our case management system to properly document our housing search efforts in Tracking-at-a-Glance (TAAG). Those changes include adding the following activities: unit showing, listing provided, and application assistance to track frequently used methods for housing search support. During this fiscal period, 63 OHA participants received assistance with housing navigation services through the FCP Department.

Providing a Consistent Level of Security to OHA Residents

Providing a safe and stable place to live for all our residents, which included providing continual and effective security for our community was a top priority in FY 2022. One of the most effective ways to accomplish this goal is through the Oakland Housing Authority Police Department (OHAPD) activities, funded through MTW single-fund flexibility. OHAPD’s main goals for FY 2022 included reducing violent crime while maintaining community relations and providing transparency to residents. OHAPD reduced crime by increased patrol checks on OHA properties, vacant unit checks, and a 411 text tip-line. This Tip-411, is a text based crime reporting program to effectively communicate with both staff and the resident community via massive group text and allowed residents to send and receive photos and videos. Tip-411 connected 2,740 registered users to updates regarding police activity, community events, and other activities affecting their community. This use of technology was one solution implementing a new way of communication due to COVID-19.

Keeping residents interested and involved in OHAPD activities was a challenge, and ensuring strong working relationships with the resident community was a main objective of FY 2022. OHAPD re-invented their communication strategy to effectively communicate with community members. Tip-411 addressed some of the challenges, but in order to connect with more residents on a more personal level OHAPD held many virtual meetings to discuss resident concerns and safety. The Communications Unit incorporated COVID-19 related questions during calls, and limited in person contact for safety reasons. OHAPD issued approximately 1,200 personal protective equipment (PPE) care packages, and provided information on new COVID-19 variants, free walk-in clinics, and details on mobile vaccination sites.



Many community activities could not occur in FY 2021 due to COVID-19, OHAPD saw an increase in crime during this period, and with the waning of the spread of COVID-19 in FY 2022, OHAPD brought back some limited community events. While COVID-19 forced more virtual events, OHAPD held some in person events throughout the year. There were 27 community events held during FY 2022 which used a mix of in person and online software, including Coffee with a Cop, Make Oakland Better (MOB) Community Clean Up, Car Seat Inspections and Installation Clinic, Safety Updates at Senior Sites, Anti-bullying Presentations, Christmas Tree Giveaway, and COVID-19 vaccine clinics.



Community involvement and a reduction in violent crime were major objectives for FY 2022. To accomplish these goals, OHAPD ensured officers and staff had significant time to conduct thorough preliminary and follow-up investigations. Collaboration between Patrol and Communications Supervisors who worked together to monitor priority calls and provided time and resources for investigations helped accomplish this objective. To support these objectives, OHAPD trained the staff on accessing and searching multiple databases to identify subjects, victims, witnesses, vehicles, etc. to develop investigative leads, while also utilizing internal information systems.

Weekly staff meetings kept all stakeholders updated on critical events and ensured all staff members served a vital role in crime prevention, and allowed for collaboration between field operations, investigations, and the communications teams.

During FY 2022, the investigations unit attended approximately 50 Ceasefire meetings, a collaborative strategy among law enforcement, local clergy and community organizations to bring down violent-crime rates in the city. OHAPD fostered positive working relationships with these local law enforcement agencies and many community advocacy groups, exemplified by the fact that multiple OHAPD investigations were highlighted during these meetings. Another important partnership formed during FY 2022 included the Alameda County Family Justice Center (FJC) to provide a refresher and continued training on new trends and resources with emphasis on providing care and expert services to



family and domestic violence victims. This partnership created an effective working relationship with the District Attorney's office at the FJC which facilitated successful outcomes of cases.

Goal and Achievement to Provide a Consistent Level of Security to Residents

- OHAPD focused on violent crime reduction.
- Conducted 9,609 patrol checks on OHA properties and 2,692 vacant unit checks.
- Ensured thorough and complete investigations to solve crimes and provided extra support and resources to Field Operations.
- Utilized multiple available databases, including internal systems, and provided staff trainings to ensure effectiveness of all staff members.
- Formed collaborative partnership with Alameda County Family Justice Center with the goal of providing timely critical care services to victims and families of domestic violence.

Goal and Achievement for Maintained and Increased Transparency and Resident Partnerships

- Hosted both virtual and in person events to maintain a strong working relationships with the resident community.
 - Trunk or Treat and the annual Toy Giveaway were events focused specifically on youth and families.
- Re-invented the communication strategy due to COVID-19 in order to effectively communicate with community members.
- Re-examined use of technology, alert systems, and social media to notify residents and community members of crime trends and activities like to affect communities.
 - Implemented mass text crime reporting and alerting system with 2,740 participants.

Goal and Achievement for address "Defund Police" Sentiment

- Examined areas of OHAPD response to incidents to determine if services are better handled by a non-sworn entity or other member of OHA.
- Engaged advocacy groups in the overall strategy to reduce crime, and the fear of crime in communities.
- Continued to deploy the six pillars contained in President Obama's "21st Century Policing Report" within all levels of OHAPD.
- Provided department-wide Biased Based, Implicit Bias, and Procedural Justice Training.

Security Deposit Assistance

OHA provided security deposit assistance to applicants where a security deposit is a barrier to being housed. OHA used a different sources of funds to provide this assistance in FY 2022: Cares Act funding (\$293,619), EHV funds (\$4,468) and MTW Funds (\$67,614).

Matching Funds

OHA provided matching funds for grants and supplied \$79,657 in matching funds to the FY 2018 ROSS grant in FY 2022.

Table 17: Actual Use of MTW Single Fund Flexibility

Narrative of actual activities that use only the MTW single fund flexibility

Fund Deferred Maintenance and Capital Improvements

Decades of decreased capital funding and the following deferred maintenance resulted in needs at OHA sites that far exceeded the amount of capital funding that OHA received for the year. As a result, OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its sites and renovated 135 units, of which 25 were public housing. The remaining units renovated were located at scattered sites located in a PBV portfolio called OAHPI.

Fund Development

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

Construction completed on Phase 3 of Brooklyn Basin called Foon Lok West, which added 130 family units (80% leased by end of the FY) of affordable housing as part of a large redevelopment of a 65-acre plot of land previously owned by the Port of Oakland. OHA continued pre-development partnerships with EBALDC and EAH respectively to develop two new sites with affordable housing called 285 12th Street and Lake Park. OHA acquired provided an acquisition bridge loan and a predevelopment loan for 285 12th Street, a planned 65-unit affordable housing building on a currently vacant parcel.

Promoting Resident Empowerment and Self-Sufficiency

Employment and Economic Development

In FY 2022, the Family and Community Partnerships Department (FCP) focused on growing the employment & economic development team. FCP was able to bring on one additional full-time staff halfway through the year, which brought the employment & economic development team to two full-time staff. For the remainder of the fiscal year, the team focused on developing a strong road map for the work ahead that included a work plan and implementation plan for the economic development programming and offerings to the communities we serve. The plan included industry and resident research efforts with outcomes of the most sought-after industries by our residents for employment that had future growth opportunities. FCP focused on developing and fostering relationships within these industries and were able to provide training and connections to employers and built out the vacant program space which previously was “The Discovery Center” into what is now called “The Learning Lab”. The lab is equipped with 16 desktops, a projector, and printers. OHA has Chromebooks for participants and built a flexible space to accommodate larger groups. FCP launched morning and afternoon work labs that teach important milestones for our residents’ growth in their employment & economic development journey. Four to six courses are held weekly. The topics covered are resumes, cover letters, workplace communication, computer literacy, and much more. The labs were offered at our West District office, and are planned to launch similar programming at our East District office at the start of FY 2023. FCP partners with Alameda County CalWORKs on the process to launch the “On the Job Training” (OJT) program at OHA. The goal is to pilot OJT in FY23.

OHA submitted an application for the Job Plus Grant for public housing residents at Lockwood Gardens, a large public housing site located in East Oakland to increase job opportunities for this population. OHA continued to partner with the Oakland Private Industry Council (PIC) and Alameda County for the grant application, and also increased our partnerships with new and diverse employers that are located in East Oakland. This grant opportunity will allow OHA to scale and host large job fairs and will allow us to sustain the growth of the “Learning Lab” model in our East District office. If awarded the grant, FCP will be able to offer on-site support, employment labs, and computer access and literacy to underserved East District residents.

Education Initiative

In FY 2022, FCP focused on growing the Education team and brought on three additional full-time staff halfway through the year, bringing the Education team to a total of four full-time staff. For the remainder of the fiscal year, the Education team focused on developing a strong road map for FY 2023 that included a work plan and implementation plan for launching and scaling our programming and offerings to the communities we serve. Historically the Education program only served the partner schools that were identified in our MOU with the Oakland Unified School District (OUSD), leaving other students in our OHA family without dedicated support. In the new work plan, our Education team has shifted the partnership with OUSD to develop a “feeder school” model approach to our services. This model created an opportunity to provide a continuum of support for students residing in OHA properties throughout their K-12 journey. OHA identified 12 OUSD schools with data indicating high chronic truancy rates and academic achievement challenges. The 12 schools are located throughout Oakland in close proximity to two OHA program sites (Peralta and Lockwood). The identified schools are:

High Schools:

McClymond’s High School, Oakland High School, Castlemont High School, and Fremont High School.

Middle Schools:

West Oakland Middle School, Elmhurst Middle School, Westlake Middle School, and Frick Middle.

Elementary Schools:

Prescott Elementary, Martin Luther King Jr. Elementary, Lockwood Elementary, and Markham.

For each grade level, FCP assigned a Resident Service Coordinator (RSC) to collaborate with the school sites and support our OHA students attending those schools. Our RSCs attend student support meetings held at the school sites, such as the Coordination of Services Team (COST), Attendance Team, IEP, and SST. Our RSCs contribute as a liaison to the student's home environment as solutions for support are developed for the student and the family. They also design incentives that are grade level specific to motivate students to improve their attendance and academic achievements.

Desired Outcomes

High School:

Improved attendance, Knowledge of and attainment of A-G Requirements, Higher Graduation Rates, and a Cohesive plan beyond graduation (education/workforce)

Middle School:

Improved Attendance, Improved Literacy, and Readiness to matriculate to High School

Elementary:

Timely enrollment into Kindergarten, Readiness for Kindergarten, Improved Literacy

Enrollment and Engagement

In collaboration with identified school sites, RSCs will participate in each school site's student registration prior to the start of school to engage with parents and enroll students in our Education Initiative. Once a student is enrolled and a parent provides consent, RSCs will provide coordinated services throughout the school year, which will include regular check-ins with students and families, monitoring of attendance and grades, facilitation of literacy events, and college readiness events (through our College Corner).

Our Youth Employment contracts remained steady through FY 2022 as a result of a close partnership with both Youth Employment Partnership and LAO Family Community Development. Both agencies continued with their contract and services in FY 2022 and employed 191 youth throughout the year.

Housing Search Assistance

In FY 2022, the FCP Department dedicated one (1) Resident & Community Services Coordinator fulltime to support applicants with their housing search. For the Emergency Housing Voucher (EHV) Program, FCP received housing search referrals for a small population of gender-based violence applicants who did not receive housing search assistance from Alameda County partners. FCP supported these applicants with rental listings, master rental application assistance, referrals for security deposit assistance, Resident Tenancy Addendum (RTA) support, and prospective landlord liaison support. Once housed, FCP provided a "Welcome Kit" to each EHV program participant, which includes: bedding, towels, pots and pans, and other household essentials.

In addition to the Housing Navigation services provided, OHA contracted with Kees' Realty to support Emergency Housing Voucher (EHV) Program participants who are in need of housing search assistance to secure a rental unit. Kees' Realty services included: locating available units, rental application assistance, credit check and counseling, transportation support, RTA assistance, paying past due utility fees up to \$250, and acting as a liaison between OHA and the applicant and the prospective landlord. FCP managed the contract with Kees' Realty.

In this fiscal year, OHA received 49 housing vouchers to support former foster youth with 36 months of housing subsidy and started the Foster Youth to Independence (FYI) Voucher Program. The FCP department provided housing search assistance workshops and individual housing search assistance. FYI youth were provided master applications, along with other housing reference material, and unit listings for their voucher subsidy. Once housed, FYI youth received moving boxes and their helpful "Adulting" booklet, which offered helpful tips and advice to participants moving into their first apartment. FYI youth were encouraged to attend a Family Self-Sufficiency (FSS) Program orientation to enroll in the program to extend their voucher subsidy for an additional 24 months, and case management services to support their economic independence to self-sufficiency.

The FCP Department has made changes to our case management system to properly document our housing search efforts in Tracking-at-a-Glance (TAAG). Those changes include adding the following activities: unit showing, listing provided, and application assistance to track frequently used methods for housing search support. During this fiscal period, 63 OHA participants received assistance with housing navigation services through the FCP Department.

Providing a Consistent Level of Security to OHA Residents

Providing a safe and stable place to live for all our residents, which included providing continual and effective security for our community was a top priority in FY 2022. One of the most effective ways to accomplish this goal is through the Oakland Housing Authority Police Department (OHAPD) activities, funded through MTW single-fund flexibility. OHAPD's main goals for FY 2022 included reducing violent crime while maintaining community relations and providing transparency to residents. OHAPD reduced crime by increased patrol checks on OHA properties, vacant unit checks, and a 411 text tip-line. This Tip-411, is a text based crime reporting program to effectively communicate with both staff and the resident community via massive group text and allowed residents to send and receive

photos and videos. Tip-411 connected 2,740 registered users to updates regarding police activity, community events, and other activities affecting their community. This use of technology was one solution implementing a new way of communication due to COVID-19.

Keeping residents interested and involved in OHAPD activities was a challenge, and ensuring strong working relationships with the resident community was a main objective of FY 2022. OHAPD re-invented their communication strategy to effectively communicate with community members. Tip-411 addressed some of the challenges, but in order to connect with more residents on a more personal level OHAPD held many virtual meetings to discuss resident concerns and safety. The Communications Unit incorporated COVID-19 related questions during calls, and limited in person contact for safety reasons. OHAPD issued approximately 1,200 personal protective equipment (PPE) care packages, and provided information on new COVID-19 variants, free walk-in clinics, and details on mobile vaccination sites.

Many community activities could not occur in FY 2021 due to COVID-19, OHAPD saw an increase in crime during this period, and with the waning of the spread of COVID-19 in FY 2022, OHAPD brought back some limited community events. While COVID-19 forced more virtual events, OHAPD held some in person events throughout the year. There were 27 community events held during FY 2022 which used a mix of in person and online software, including Coffee with a Cop, Make Oakland Better (MOB) Community Clean Up, Car Seat Inspections and Installation Clinic, Safety Updates at Senior Sites, Anti-bullying Presentations, Christmas Tree Giveaway, and COVID-19 vaccine clinics.

Community involvement and a reduction in violent crime were major objectives for FY 2022. To accomplish these goals, OHAPD ensured officers and staff had significant time to conduct thorough preliminary and follow-up investigations. Collaboration between Patrol and Communications Supervisors who worked together to monitor priority calls and provided time and resources for investigations helped accomplish this objective. To support these objectives, OHAPD trained the staff on accessing and searching multiple databases to identify subjects, victims, witnesses, vehicles, etc. to develop investigative leads, while also utilizing internal information systems. Weekly staff meetings kept all stakeholders updated on critical events and ensured all staff members served a vital role in crime prevention, and allowed for collaboration between field operations, investigations, and the communications teams.

During FY 2022, the investigations unit attended approximately 50 Ceasefire meetings, a collaborative strategy among law enforcement, local clergy and community organizations to bring down violent-crime rates in the city. OHAPD fostered positive working relationships with these local law enforcement agencies and many community advocacy groups, exemplified by the fact that multiple OHAPD investigations were highlighted during these meetings. Another important partnership formed during FY 2022 included the Alameda County Family Justice Center (FJC) to provide a refresher and continued training on new trends and resources with emphasis on providing care and expert services to family and domestic violence victims. This partnership created an effective working relationship with the District Attorney's office at the FJC which facilitated successful outcomes of cases.

Goal and Achievement to Provide a Consistent Level of Security to Residents

- OHAPD focused on violent crime reduction.
- Conducted 9,609 patrol checks on OHA properties and 2,692 vacant unit checks.
- Ensured thorough and complete investigations to solve crimes and provided extra support and resources to Field Operations.
- Utilized multiple available databases, including internal systems, and provided staff trainings to ensure effectiveness of all staff members.
- Formed collaborative partnership with Alameda County Family Justice Center with the goal of providing timely critical care services to victims and families of domestic violence.

Goal and Achievement for Maintained and Increased Transparency and Resident Partnerships

- Hosted both virtual and in person events to maintain a strong working relationships with the resident community.
 - Trunk or Treat and the annual Toy Giveaway were events focused specifically on youth and families.
- Re-invented the communication strategy due to COVID-19 in order to effectively communicate with community members.
- Re-examined use of technology, alert systems, and social media to notify residents and community members of crime trends and activities like to affect communities.
 - Implemented mass text crime reporting and alerting system with 2,740 participants.

Goal and Achievement for address "Defund Police" Sentiment

- Examined areas of OHAPD response to incidents to determine if services are better handled by a non-sworn entity or other member of OHA.
- Engaged advocacy groups in the overall strategy to reduce crime, and the fear of crime in communities.
- Continued to deploy the six pillars contained in President Obama's "21st Century Policing Report" within all levels of OHAPD.
- Provided department-wide Biased Based, Implicit Bias, and Procedural Justice Training.

Security Deposit Assistance

OHA provided security deposit assistance to applicants where a security deposit is a barrier to being housed.

Matching Funds

OHA provided matching funds for grants and supplied \$79,657 in matching funds to the FY 2018 ROSS grant in FY 2022.

B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2022.

Table 18: Local Asset Management Plan

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

Yes

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

No

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

No

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

Section VI. Administrative

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

There are no items to report under this section.

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

There are no items to report under this section.

C. Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority certifies the submission of the Fiscal Year 2022 MTW Annual Report and that the Oakland Housing Authority has met the three statutory requirements of:

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

The FY 2022 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

Appendices

Appendix A. Project-Based Voucher Allocations

Appendix B. Overview of Other Housing

Appendix C. Affordable Housing Development Activities by Unit Type

Appendix D. MTW & Non-MTW Housing Stock

Appendix E. Glossary of Acronyms

Appendix A

Project-Based Voucher Allocations

Project-Based Voucher Allocation Projections as of June 30, 2022

Development Name	Date of Board Approval	# of PBV Units	Contract Date	Contract Expiration	Population Served
HAP contracts					
Mandela Gateway	February 12, 2003	30	October 20, 2004	October 17, 2024	Low Income Families
Altenheim Senior Housing Phase I	July 13, 2005	23	January 1, 2007	December 31, 2032	Senior
Lion Creek Crossings II	November 9, 2005	18	July 3, 2007	July 20, 2037	Low Income Families
Madison Apartments	July 13, 2005	19	April 25, 2008	June 25, 2038	Low Income Families
Lion Creek Crossings III	June 14, 2006	16	June 25, 2008	June 25, 2038	Low Income Families
Seven Directions	July 13, 2005	18	September 12, 2008	September 12, 2038	Low Income Families
Orchards on Foothill	June 14, 2006	64	November 7, 2008	April 29, 2039	Senior
Fox Courts / Uptown Oakland	December 3, 2004	20	May 15, 2009	May 15, 2024	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	February 26, 2007	60	June 5, 2009	June 4, 2024	Senior
14 th St. Apartments at Central Station	January 22, 2007	20	November 25, 2009	November 24, 2024	Low Income Families
Tassafaronga Village Phase I	February 25, 2008	80	April 23, 2010	April 23, 2025	Low Income Families
Altenheim Senior Housing Phase II	April 28, 2008	40	April 5, 2010	April 4, 2025	Senior
Fairmount Apartments	October 24, 2008	16	March 8, 2010	March 7, 2025	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 27, 2025	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	May 24, 2010	19	August 1, 2010	July 31, 2025	Low Income Families
*Effie's House (10)	May 4, 2009	10	August 1, 2010	August 1, 2025	Low Income Families
Drachma Housing Inc	May 4, 2009	14	November 29, 2010	November 30, 2025	Low Income Families /
Drachma Housing LP		11	March 1, 2019	March 1, 2039	Low Income Families
Foothill Family Partners	June 28, 2010	11	August 1, 2011	January 12, 2027	Low Income Families
St. Joseph's Senior Apts	May 29, 2007	83	August 22, 2011	August 22, 2026	Senior
OHA Scattered Sites (OAHPI)					
AMP 9	July 27, 2009	1539	May 1, 2010	April 30, 2025	Low income families/public housing disposition
AMP 10	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 11	July 27, 2009		January 1, 2010	December 31, 2024	
AMP 12	July 27, 2009		May 1, 2010	April 30, 2025	
AMP 13	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 14	July 27, 2009		January 1, 2010	December 31, 2024	
Lion Creek Crossings IV	April 28, 2008	10	January 13, 2012	January 12, 2027	Low Income Families
Savoy Phase 1 (A)	June 28, 2010	55	February 14, 2012	February 14, 2025	Special Needs
*Hugh Taylor house (35)	June 11, 2011	35	May 8, 2012	May 7, 2027	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	June 11, 2011	96	June 7, 2012	June 6, 2032	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6 th and Oak)	May 4, 2009	50	June 27, 2012	June 26, 2027	Senior
720 E 11 th Street Apts (aka Clinton Commons)	April 28, 2008	16	October 2, 2012	October 2, 2027	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	April 23, 2007	11	November 15, 2012	November 15, 2027	Senior
Kenneth Henry Court	April 11, 2011	13	February 8, 2013	March 5, 2027	Low Income Families
California Hotel Phases 1 and 2	February 28, 2011	88	March 1, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
James Lee Court	October 25, 2010	12	March 21, 2013	March 20, 2028	Low Income Families
Savoy Phase 2 (B)	June 28, 2010	46	March 29, 2013	February 14, 2025	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	May 4, 2009	11	May 8, 2013	May 8, 2028	Low Income Families
Oak Point Limited (OPLP)	October 25, 2010	15	May 30, 2013	May 30, 2028	Low Income Families
Drasin Manor	October 25, 2010	25	June 27, 2013	June 26, 2028	Low Income Families
St. Joseph's Family Apts	October 25, 2010	15	December 3, 2013	December 1, 2026	Low Income Families
MacArthur Apts	October 25, 2010	14	October 13, 2013	October 13, 2028	Low Income Families
California Hotel Phase 3	February 28, 2012	47	November 22, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
Lion Creek Crossings V	October 17, 2011	127	August 11, 2014	January 12, 2027	Senior
Cathedral Gardens	May 23, 2011	43	October 27, 2014	October 28, 2029	Low Income Families
Lakeside Senior Apartments	January 23, 2012	91	January 26, 2015	January 26, 2030	Senior
Marcus Garvey Commons	April 11, 2011	10	March 17, 2015	March 16, 2030	Low Income Families
1701 Martin Luther King Jr. Way	May 20, 2013	25	December 7, 2015	December 17, 2030	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	February 28, 2011	22	January 20, 2016	January 2, 2031	Low Income Families

AveVista aka 460 Grand	March 16, 2010	34	January 27, 2016	January 27, 2031	Low Income Families
11th and Jackson (Prosperity Place)	November 30, 2010	35	February 1, 2017	January 12, 2032	Low Income Families
Fox Court Apts. (13)	December 5, 2016	13	September 15, 2017	September 15, 2032	Low Income Families
Ambassador Apts.(10)	December 5, 2016	10	September 1, 2017	September 1, 2032	Low Income Families
Seven Directions (10 additional vouchers)	December 5, 2016	10	December 1, 2017	November 30, 2032	Low Income Families
Adeline Street Lofts	December 5, 2016	20	March 1, 2018	March 1, 2033	Low Income Families
Rosa Park	December 5, 2016	11	February 1, 2018	February 1, 2033	Low income and homeless individuals
Madsion Street Loft Apts (additional vouchers)	December 5, 2016	31	June 9, 2018	April 9, 2033	Low Income Families
Stanley Avenue Lofts	December 5, 2016	13	June 1, 2018	June 1, 2033	Low Income Families
Swan Market	December 5, 2016	10	December 1, 2017	December 1, 2032	Low Income Families
San Pablo Hotel	December 5, 2016	31	February 19, 2018	February 18, 2033	Low Income Seniors
Hisman Hin-Nu Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
Oak Park Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
94th and International (Acts Cyrene)	October 17, 2011	14	December 29, 2017	December 28, 2032	Low Income Families
Civic Center TOD	7/22/2014 and 2/26/18	20	December 29, 2017	July 1, 2038	Special Needs / Homeless
Hamilton Apts	December 5, 2016	92	March 15, 2019	March 14, 2039	Low income and homeless individuals (08)
Westlake Christian Terrace West	February 27, 2017	121	February 25, 2019	February 24, 2039	Low Income Seniors (08)
Redwood Hill Townhomes	6/1/2015 & 5/23/2016	27	May 28, 2019	May 28, 2039	Low Income Families/Special Needs
Oak Grove South	August 28, 2017	75	December 9, 2019	December 9, 2039	Senior Housing
International Blvd Apts	December 5, 2016	18	December 11, 2019	December 11, 2039	Low Income Families (08)
Camino 23	May 23, 2016	26	December 20, 2019	December 20, 2039	Low Income Families/Special Needs
Fruitvale Transit Village - Phase IIA a.k.a. Casa Arabella	May 23, 2016	66	December 20, 2019	December 20, 2039	Low Income Families/VASH (20)
The Town Center	December 5, 2016	50	January 10, 2020	January 9, 2040	Low Income Families (08)
3706 San Pablo Avenue	June 1, 2015	10	February 25, 2020	February 25, 2040	Low Income Families
Additional vouchers awarded	May 23, 2016	5			
Additional vouchers awarded	May 8, 2017	5			
Eastside Arts & Housing	February 27, 2017	10	January 29, 2020	December 29, 2040	Low Income Families (08)
Embark Apartments	May 23, 2016	61	February 24, 2020	February 24, 2040	Affordable Housing for Veterans / VASH (31)
Courtyards at Acorn	December 5, 2016	27	January 10, 2020	January 9, 2040	Low Income Families (08)
Bishop Roy C. Nicholas	December 5, 2016	16	March 12, 2020	March 12, 2040	Low Income Seniors (08)
Empyrean	October 24, 2016	32	June 15, 2020	June 15, 2040	Low Income Families
Northgate Apts	December 5, 2016	14	October 29, 2020	October 29, 2040	Low Income Families (08)
Oak Street Apts	December 5, 2016	25	December 16, 2020	December 15, 2040	Low Income Seniors
3268 San Pablo	June 25, 2018	50	February 18, 2021	February 18, 2041	Senior Housing
Paseo Estero 9% (Brooklyn Basin 1A)	February 1, 2018	3	February 25, 2021	February 24, 2041	Low income families
Paseo Estero 4% (Brooklyn Basin 1B)	February 1, 2018	47	February 25, 2021	February 24, 2041	Low income families
Vista Estero (Brooklyn Basin 2)	February 1, 2018	82	February 25, 2021	February 24, 2041	Low income seniors
Oak Grove North	August 28, 2017	77	March 8, 2021	March 7, 2041	Low income seniors
Nova Apartments	July 23, 2018	56	May 12, 2021	May 11, 2041	Permanent Supporting Housing
Sylvester Rutledge Manor	December 5, 2016	64	July 15, 2021	July 14, 2036	Low Income Seniors (08)
Aurora Apartments	July 23, 2018	43	July 21, 2021	July 20, 2041	special needs
Fruitvale Studios	June 25, 2018	12	April 27, 2022	April 26, 2042	formerly homeless and special needs
Coliseum Place	May 23, 2016	37	May 19, 2022	May 18, 2042	Homeless, HOPWA and Low-income
Brooklyn Basin 3	February 26, 2018	65	May 23, 2022	May 22, 2042	Low Income Families/Special Needs
Kenneth Henry Court	February 27, 2017	15	May 31, 2022	May 30, 2042	Low income families (08)
Units under HAP Contract		4,510			

AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
95th and International	April 29, 2019	27	May 20, 2021	formerly homeless/low income families
Fruitvale Transit Village Phase IIB	June 25, 2018	75	July 9, 2021	families and seniors
Brooklyn Basin 4	February 26, 2018	61	May 9, 2022	low income families/special needs
7th and Campbell	July 23, 2018	20	pending	formerly homeless
<i>Additional vouchers awarded</i>	February 1, 2019	19	pending	formerly homeless
Units under AHAP Contract		202		
Conditional Awards	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
3801 MLK Family Housing	July 23, 2018	16	pending	families and special needs
W Grand and Brush	July 23, 2018	28	pending	formerly homeless
34th and San Pablo	July 23, 2018	25	pending	Low income families
Ancora Place	April 29, 2019	31	pending	low income families/special needs
Friendship Senior Housing	April 29, 2019	34	pending	special needs/seniors
285 12th St	July 22, 2019	16	pending	formerly homes/low income families
500 Lake Park Ave	February 3, 2020	14	pending	PBV VASH
Units with conditional award		164		
Disposition Pending and NOFA Invitations and Pending ORED projects				
OHA Senior Disposition Sites	October 16, 2017	101	TPV award June 2018	Public Housing Disposition
15th and Harrison	TBD	100	pending conditional	low income families
RAD Conversion (Chestnut/Linden/LLC/Foothill and Mandela Gateway)	CY2019	307	special PBV	low income families
		508		
Total PBV Units Allocated		5,384		

Appendix B

Overview of Other Housing

Overview of Other Housing

		Total Unit Count	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Other HUD Funding	Unsubsidized/ Manager Units
HOPE VI Sites						
	Chestnut Court	72	45			1
	Linden Court	79	38			1
	Mandela Gateway	168	46	30		2
	Foothill Family Apartments	65	21	11		1
	Lion Creek Crossings - Phases 1 - 5	567	157	171		5
Other Mixed Developments						
	Tassafaronga Village - Phases 1 and 2	157		99	19	2
	Cathedral Gardens	100		43	5	1
	Keller	201			157	33
	Harrison Senior	73		11	62	1
	Lakeside Senior Apts.	92		91		1
	Prosperity Place	71		35	8	1
	ACTS/CYRENE	59		14		1
	Brooklyn Basin (Paseo and Vista Estero, Foon Lok West)	341		197		3
	Empyrean	66		32		1
	AveVista	68		34		1
Total Units		2179	307	768	243	55

Appendix C

Affordable Housing Development Activities

Affordable Housing Development Activities by Unit Type

	FY 2022 Outcomes Non-traditional Units	FY 2022 Outcomes Traditional Units	FY 2022 Outcomes Manager Units	Total Units	Public Housing	Project- Based Vouchers	Tax Credit Only
PREDEVELOPMENT							
285 12th Street	40	24	1	65	0	24	41
500 Lake Park	34	18	1	53	0	18	35
Harrison Tower	<u>0</u>	<u>100</u>	<u>1</u>	<u>101</u>	<u>0</u>	<u>100</u>	<u>1</u>
<i>Total in Predevelopment</i>	74	142	3	219	0	142	77
UNDER CONSTRUCTION							
Brooklyn Basin (Foon Lok East)	<u>62</u>	<u>61</u>	<u>1</u>	<u>124</u>	<u>0</u>	<u>61</u>	<u>63</u>
<i>Total Under Construction</i>	62	61	1	124	0	61	63
NEW CONSTRUCTION PLACED IN SERVICE							
Brooklyn Basin (Foon Lok West)	<u>64</u>	<u>65</u>	<u>1</u>	<u>130</u>	<u>0</u>	<u>126</u>	<u>128</u>
<i>Total Placed in Service</i>	64	65	1	130	0	126	128
COMPLETED REHABILITATION							
OAHPI	0	110	0	1,539	0	1,539	0
Oak Grove South	<u>0</u>	<u>74</u>	<u>1</u>	<u>75</u>	<u>0</u>	<u>74</u>	<u>1</u>
<i>Total Rehabilitation</i>	0	184	1	1614	0	1613	1
COMBINED TOTAL	200	452	6	2,087	0	1,942	269

Appendix D

MTW and Non-MTW Housing Stock

**FY 2022 MTW Housing Inventory
MTW and Non-MTW housing stock**

End of FY 2022

MTW PUBLIC HOUSING

Large Family Sites

Campbell Village	154
Lockwood Gardens	372
Peralta Villa	<u>390</u>
	916

Designated Senior Sites

Adel Court	30
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 1,454

VOUCHER (SECTION 8) AND OTHER HUD PROGRAMS

MTW

General MTW Housing Choice Voucher (HCV)	13,107
Included are Non-Elderly Disabled (NED)	85
Included are Pre-2008 FUP allocation	48

Non -MTW

Veterans Affairs Supportive Housing (VASH)	526
Mainstream	212
Family Unification Program (FUP)	51
Foster Youth to Independence (FYI)	49
Emergency Housing Vouchers (EHV)	515
Tenant Protection Vouchers	101

TOTAL VOUCHERS 14,694

Other HUD Programs

Shelter plus Care (S+C)	331
Moderate Rehabilitation (Mod Rehab)	94

TOTAL OTHER HUD PROGRAMS 425

TOTAL VOUCHERS AND OTHER HUD PROGRAMS	15,119
MTW LOCAL PROGRAMS	
Parents and Children Together (PACT)	20
Local Housing Assistance Program (LHAP)	12
Sponsor-based Housing Assistance Program (SBHAP)	180
Building Bridges SRO	192
Building Bridges SRO/shared & transitional	61
Building Bridges THP+	50
Building Bridges CalWORKs	50
Building Bridges Key To Home	23
Homekey	180
Tax Credit Units with no Traditional Subsidy	1,141
TOTAL LOCAL PROGRAMS	1,909
TOTAL	18,482

Appendix E

Glossary of Acronyms

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

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

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

ASCO – Alameda County Sheriff’s Office

BB – Building Bridges Initiative

BBSRO – Building Bridges Single Room Occupancy program

BBTHP+ - Building Bridges Transitional Housing Program Plus

BBCalWORKs – Building Bridges CalWORKs program

BBKTH - Building Bridges Key To Home program

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

EHV – Emergency Housing Vouchers

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

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

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

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

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

FYI – Foster Youth to Independence Vouchers

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

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

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

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

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

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

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

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

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

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

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

OGN / S – Oak Groves North and Oak Groves South

OHA – Oakland Housing Authority.

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

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

RA – Reasonable Accommodation

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

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

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

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

SBHAP – Sponsor Based Housing Assistance Programs

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

SSA – Alameda County Social Services Agency

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

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

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

VAWA – Violence Against Women Act

