Making Transitions Work

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Oakland Housing Authority

FY 2011 MTW Annual Report

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Oakland Housing Authority

Fiscal Year 2011 MTW Annual Report

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Section I. Introduction

The Oakland Housing Authority (OHA) is pleased to release its Fiscal Year (FY) 2011 Moving to Work Annual Report. OHA is one of 33 participants in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, which provides select housing authorities the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. OHA has tailored its program to the needs of the City of Oakland, and renamed the program "Making Transition Work."

The FY 2011 MTW Annual Report presents specific information as required in the Oakland Housing Authority's MTW Agreement with HUD. OHA entered into an Amended and Restated Moving to Work Demonstration Agreement (the "Agreement") with HUD on February 4, 2009. The Agreement extended OHA's participation in the MTW program through OHA's FY 2018. The report is intended to make available to HUD, OHA residents, and the public, baseline information on OHA programs and an analysis of changes that occurred during the period between July 1, 2010 and June 30, 2011. In addition, the report provides summary financial information, including comparisons between projected and actual expenditures during FY 2011.

Overview of the Agency's Goals and Objectives for FY 2011

The long-term and ongoing goals of the Oakland Housing Authority include (1) preserving and enhancing the Public Housing portfolio, (2) preserving and expanding affordable housing opportunities, and (3) promoting resident empowerment and self sufficiency. More information about the long-term goals of OHA can be found in Section IV. Last fiscal year, OHA used its MTW flexibility to implement several new MTW Activities to further the achievement of these goals. More information on the specific MTW Activities and the outcomes achieved in FY 2011 can be found in Section V.

Fiscal Year 2011 was an important year for OHA's participation in the MTW Program. OHA continued to improve the quality of its housing stock, streamline programs and explore opportunities for innovation while assisting over 15,000 low-income families in Oakland.

The FY 2011 MTW Annual Plan and Report are available on OHA's website at www.oakha.org/MTW/mtwplan.html.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

Table 1 FY 2011 Inventory Breakdown	Beginning of FY 2011 July 1, 2010	End of FY 2011 June 30, 2011
PUBLIC HOUSING		
Large Family Sites		
Campbell Village	154	154
Lockwood Gardens	372	372
Peralta Villa	390	390
	916	*916*
Designated Senior Sites		
Harrison Towers	101	101
Adell Court	30	30
Oak Grove Plaza North	77	77
Oak Grove Plaza South	75	75
Palo Vista Gardens	100	100
	383	*383*
HOPE VI Sites		
Foothill Family Apartments	21	21
Linden Court	38	38
Chestnut Court	45	45
Mandela Gateway	46	46
Lion Creek Crossings (Phase 1, 2, 3)	136	136
Lion Creek Crossings (Phase 4 in development)	21	21
	307	*307*
TOTAL PUBLIC HOUSING	**1,606**	**1,606**
VOUCHER PROGRAM		
MTW		
General MTW Housing Choice Vouchers	11,228	12,044
Scattered Sites	810	448
Other Converted Vouchers	6	26
	12,044	*12,518*
Non-MTW		
Section 8 Moderate Rehabilitation Program	508	502
Section 8 Mainstream Program	175	175
Veterans Affairs Supportive Housing Program	105	105
Tenant Protection Vouchers - Scattered Sites	448	0
	1,236	*782*
TOTAL VOUCHERS	**13,280**	**13,300**
Shelter Plus Care Program	**242**	**242**
TOTAL INVENTORY	**15,128**	**15,148**

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

At the close of FY 2011, OHA had 1,606 Public Housing units, described in Table 1. Unit counts for the HOPE VI sites listed include only the public housing units. There were no changes to the public housing inventory during FY 2011.

See Appendix F for a map of OHA's portfolio including the public housing properties, mixed finance development sites, and Project Based Voucher (PBV) assisted scattered sites that were formerly public housing.

2. Description of any significant capital expenditures by development

OHA did not have any significant capital expenditures for a single development totaling more than 30% of the overall total budgeted capital expenditures for the fiscal year.

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

No public housing units were added during this fiscal year. Phase 4 of Lion Creek Crossings is currently under construction, which includes 21 replacement public housing units. Construction on Phase 4 began in mid-December of 2010 and is expected to be complete in December 2011. These are the last units to be completed as part of the Lion Creek Crossings HOPE VI revitalization grant.

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

No public housing units were removed from the inventory during this fiscal year.

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

At the end of FY 2011, OHA had 12,518 authorized Housing Choice Vouchers (HCV) in the MTW program, described in Table 1. At the beginning of FY 2011, OHA had 12,044 authorized MTW HCV. On July 1, 2010, the second phase of Tenant Protection Vouchers (TPV) authorized as part of the disposition of the former public housing scattered sites converted to MTW, which included 810 vouchers. In addition, six TPV authorized for expiring Section 8 Moderate Rehabilitation (Mod Rehab) contracts converted to MTW at the beginning of the fiscal year.

On October 1, 2010, the final phase of the TPV authorized as part of the disposition of the scattered sites converted to MTW, which included 448 vouchers. Also during the fiscal year, an additional 26 vouchers converted to MTW from expiring Mod Rehab contracts and program opt-outs. Thus, at the end of the fiscal year, OHA had 12,518 MTW HCV authorized. This represents an overall increase of 3.9% in the MTW HCV inventory.

See Appendix G for a map of Section 8 vouchers in use in Oakland at the end of the fiscal year.

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

At the end of FY 2011, OHA had 782 authorized non-MTW HCV, described in Table 1. At the beginning of FY 2011, OHA had 1,236 authorized non-MTW HCV. This included 448 TPV authorized as part of the disposition of the formerly public housing scattered sites that converted to MTW during the course of the fiscal year. In addition, six TPV authorized for expiring Mod Rehab contracts converted to MTW during the fiscal year. Thus, by the end of the fiscal year, the non-MTW HCV inventory had decreased by 37% primarily as a result of the conversion of the TPV related to the scattered sites disposition.

OHA also administers a Shelter Plus Care program under contract with Alameda County that serves approximately 242 families.

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

A total of 176 new units were project-based in FY 2011, described in Table 2. In FY 2011, OHA executed PBV program Housing Assistance Payment (HAP) contracts at four new developments, Harp Plaza, Effie's House, Drachma Housing and the Fairmount Apartments. In addition, OHA added 68 units to existing HAP contracts for former public housing scattered sites where conversion to PBV is ongoing.

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

Table 2
Housing Choice Voucher Units Project-based in FY 2011

Development Name	Date of Board Approval	# of PBV Units	Contract Date	Project Description
Scattered Sites (Ongoing)*	7/27/2009	64	4/1/2010	Low-income Families – Contracted in FY 2010
Scattered Sites (Ongoing)	7/27/2009	68	4/1/2010	Low-income Families – Units added in FY 2011
Effie's House (Ongoing)	5/4/2009	6	8/1/2010	Low-income Families
Drachma Housing (Ongoing)	5/4/2009	4	12/1/2010	Low-income Families
Harp Plaza	5/24/2010	18	8/1/2010	New, Project-based Cert. conversion: Low-income Families
Fairmount Apartments	10/24/2008	16	3/18/2011	New: Special Needs and Low-income Families
Total Units		**176**		

*Inadvertently omitted in FY 2010 MTW Report

8. Overview of other housing managed by the Agency

OHA has contracted with professional third party property management companies to provide management of the HOPE VI sites and Tassafaronga Village, which includes 908 tax credit units with an additional 72 units in development. These units also include subsidy layering from public housing replacement and/or PBVs. Table 3 provides an overview of the properties' tax credit units and a breakdown of the subsidy layering included at each property.

Table 3
Overview of Other Housing

	Total Unit Count - All Tax Credit Units	Subsidy Layering - Public Housing Replacement Units	Subsidy Layering - Project Based Voucher Units
HOPE VI Sites			
Chestnut Court	72	45	
Linden Court	79	38	
Mandela Gateway	168	46	30
Foothill Family Apts.	65	21	
Lion Creek Crossings - Phases 1, 2, and 3	367	136	34
Lion Creek Crossings - Phase 4 (in development)	72	21	10
Other Mixed Finance Developments			
Tassafaronga Village - Phases 1 and 2	157		99
Total Units	**980**	**307**	**173**

B. Leasing Information

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

Table 4
Public Housing Units Leased as of FYE 2011

	FY 2011 Projection	FYE 2011 Actual
Total Public Housing Units	1,606	1,606
HOPE VI Units in Development	(21)	(21)
Vacant Units Offline for Rehabilitation	(59)	(64)
Units Approved for Non-Dwelling Use	(14)	(12)
Total Public Housing Units Available	1,512	1,509
Routine Vacancies	(45)	(43)
Total Public Housing Units Leased	**1,467**	**1,466**
Percent of Available Units Leased	**97.0%**	**97.2%**

At Fiscal Year End (FYE) 2011 (June 30, 2011), OHA had 1,466 public housing units under active lease, which includes the public housing units in the five HOPE VI developments. Overall, OHA leased 97.2% of the available public housing units; see Table 4 for more details. A description of issues related to leasing can be found in Section II.B.5.

Non-Dwelling Use Units: OHA initially designated 14 units for non-dwelling use. One of the 14 units was designated for employee use, but was no longer needed for this purpose. The second unit was designated for anti-crime activity. However, the expansion of the Oakland Housing Authority Police Department allowed for the increased presence of officers in the field and eliminated the need for the unit. Thus, both units were released for occupancy by a qualified low-income tenant.

Vacant Units Offline for Rehabilitation: OHA initially designated 59 units for rehabilitation. However, in an effort to expedite the completion of projects funded by the American Recovery and Reinvestment Act (ARRA), an additional five units were taken offline for major rehabilitation.

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

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

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

At FYE 2011, OHA had 12,555 MTW HCVs under active lease. This represents a utilization rate of 100.3%. Table 5 provides a summary of OHA's HCV units leased at FYE 2011. A description of issues related to leasing can be found in Section II.B.5.

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

At FYE 2011, OHA had 709 non-MTW HCVs under active lease; see Table 5 for more details. This represents a utilization rate of 90.7%. A description of issues related to leasing can be found in Section II.B.5.

Table 5
Housing Choice Vouchers In Use as of FYE 2011

	Projected Authorized	Projected In Use	% Utilized	Actual Authorized	Actual In Use	% Utilized
MTW HCV	**12,500**	**12,500**	**100.0%**	**12,518**	**12,555**	**100.3%**
Non-MTW HCV						
Section 8 Mod Rehab	502	487	97.0%	502	467	93.0%
Section 8 Mainstream	175	170	97.0%	175	148	84.6%
VASH	105	102	97.1%	105	94	89.5%
Total Non-MTW HCV	**782**	**759**	**97.0%**	**782**	**709**	**90.7%**
Total Housing Choice Vouchers	**13,282**	**13,259**	**99.8%**	**13,300**	**13,264**	**99.7%**

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

Public Housing Program

OHA completed the conversion to asset based management and utilized MTW authority to implement the site-based waiting lists at all Asset Management Projects (AMP) in the portfolio. The transition to site-based waiting lists has resulted, in some cases, in a faster rate of lease up than with a single waiting list for all properties.

Four senior developments (Oak Grove Plaza North & South, Adell Court, and Harrison Towers), one family and mixed population housing development (Campbell Village), and five HOPE VI sites are managed by professional third party property management companies that administer their own site-based waiting list, process annual re-certifications, rehabilitate and lease vacant units, and enforce lease agreements.

Over 1,000 applicants were pulled from the site-based waiting lists for two public housing sites managed by OHA staff. Staff conducted the criminal background check, suitability screening, and income eligibility determination to establish a qualified list of referrals for each of the sites. Several mass lease-up sessions and aggressive marketing of the sites improved the vacancy rate for the two largest sites from 8% and 9% to 4.9% and 2.3%, respectively.

At FYE 2011, the vacancy rate for the public housing program was 2.8%. This represents a decrease of 2.5% from last year's vacancy rate of 5.3% at FYE 2010.

Housing Choice Voucher Program

OHA has been aggressively leasing units in an attempt to reach the goal of leasing up to 104% of the available HCV in the MTW program. At FYE 2011, the MTW HCV program was 100.3% leased. OHA will continue to monitor the leasing carefully to ensure that overleasing in this program does not result in a shortfall. Some of the safeguards in place include the following.

1. Monthly reconciliation of Voucher Management System data with internal utilization data.
2. Weekly tracking on the number of expired vouchers and vouchers in "searching" status. This information will be utilized in part to determine when to stop issuing new vouchers.
3. Tracking and review of dashboard indicators such as new contracts, terminations, and expired vouchers. This information may impact the issuance of new vouchers.

In the non-MTW HCV program, the decrease in the amount of units leased up was due to different factors in each of the sub-programs. In the Section 8 Mod Rehab program, many of the referrals did not pass suitability screening with the property manager or criminal history screening with OHA. In addition, many Mod Rehab buildings need updating and applicants often refuse the available unit because certain amenities are not available. These factors resulted in a lease up rate of 93%.

In the Section 8 Mainstream program, families continue to be screened for these designated slots; however, the lease up at FYE 2011 was 84.6%. OHA anticipates 100% utilization of these vouchers by October 30, 2011.

In the Veterans Affairs Supportive Housing (VASH) program, OHA continues to process referrals for qualified veterans in collaboration with the Veterans Affairs Medical Center (VAMC). Many referred veterans are struggling with substance abuse and mental health issues that often extend the processing and lease-up time frames. OHA staff works closely with VAMC case managers to develop strategies and best practices to serve this population. Due to these challenges, at FYE 2011, this program was 89.5% leased.

Overall, at FYE 2011, in the combined MTW and non-MTW HCV program 99.7% of all vouchers were leased.

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

At the close of FY 2011, OHA had a total of 2,890 PBV in use or committed to projects. At FYE 2011, a total of 603 PBV units were under a HAP contract and in use. This number includes four sites that were project-based during FY 2011 and units added to scattered site HAP contracts that were executed in FY 2010 as described in Section II.A.7. This represents an increase of 106 PBV units under lease from the beginning of the fiscal year. Table 6 describes the PBV units under HAP contract as of June 30, 2011.

Table 6
Approved Project Based Voucher Allocations – Units In Use as of FYE 2011

Development Name	Date of Board Approval	Number of PBV Units	Contract Date	Project Description
Mandela Gateway	2/12/2003	30	10/20/2004	Low-income Families
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low-income Families / Homeless with HIV/AIDS
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Madison Apartments	7/13/2005	19	4/25/2008	Low-income Families
Seven Directions	7/13/2005	18	9/12/2008	Low-income Families
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low-income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low-income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
14th St Apartments at Central Station	1/22/2007	20	11/25/2009	Low-income Families
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low-income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low-income Families / Homeless with HIV/AIDS
Effie's House*	5/4/2009	6	8/1/2010	Low-income Families
Drachma Housing*	5/4/2009	4	12/1/2010	Low-income Families
OHA Scattered Sties*	7/27/2009	132	4/1/2010	Low-income Families
Harp Plaza	5/24/2010	18	8/1/2010	Low-income Families
Fairmount Apartments	10/24/2008	16	3/18/2011	Low-income Families
Total Units Under HAP Contract (In Use)		**603**		

*Conversion to PBV ongoing as units turnover.

In FY 2011, new PBV commitments were made to 15 developments totaling 558 additional PBV units. As described in Section II.A.7, PBVs were committed for use at OHA former family public housing scattered sites as part of an approved disposition plan. Project-basing of these units is ongoing and units are added to HAP contracts after in-place families with tenant protection vouchers move out. PBV commitments made in FY 2011 are described below in Table 7.

Table 7
Approved Project Based Voucher Allocations - Commitments as of FYE 2011

Development Name	Date of Board Approval	Number of PBV Units	Contract Date	Project Description
Harrison & 17th Senior Housing	5/29/2007	11	In Dev.	Senior
St. Joseph's Senior Apartments	5/29/2007	83	In Dev.	Senior
Lion Creek Crossings Phase IV	4/28/2008	10	In Dev.	Low-income Families
720 East 11th Street	4/28/2008	16	In Dev.	Low-income Families / Persons with Disabilities
6th and Oak Apts. (formally Willow Pl)	5/4/2009	50	In Dev.	Senior
Slim Jenkins Court	5/4/2009	11	Pending	Low-income Families
Effie's House*	5/4/2010	4	Pending	Low-income Families
Drachma Housing*	5/4/2009	10	Pending	Low-income Families
OHA Scattered Sites*	7/27/2009	1,422	Pending	Low-income Families
Jefferson Oaks	3/9/2010	101	In Dev.	Special Needs
Foothill Family Partners	6/28/2010	11	Pending	Low-income Families
Oak Point Limited (OPLP)	10/25/2010	15	Pending	Low-income Families
James Lee Court	10/25/2010	12	Pending	Low-income Families
Drasnin Manor	10/25/2010	25	Pending	Low-income Families
St Joseph's Family Apts.	10/25/2010	15	Pending	Low-income Families
MacArthur Apartments	10/25/2010	14	Pending	Low-income Families
11th and Jackson	12/6/2010	48		Low-income Families
Cathedral Gardens	2/28/2011	49	Pending	Low-income Families
MacArthur Transit Village Apts.	2/28/2011	22	Pending	Low-income Families
California Hotel	2/28/2011	135	Pending	Low-income Families / Special Needs
Marcus Garvey Commons	4/11/2011	10	Pending	Low-income Families
Kenneth Henry Court	4/11/2011	13	Pending	Low-income Families
460 Grand	3/16/2011	37	Pending	Low-income Families
Madison Park Apartments	5/23/2011	96	Pending	Low-income Families
Hugh Taylor House	5/23/2011	35	Pending	Low-income Families
Lakeside Senior Apartments	6/27/2011	32	Pending	Senior
Commitments In Development or Pending		**2,287**		

*Conversion to PBV ongoing as units turnover.

C. Waiting List Information

1. Number and characteristics of households on the waiting lists

At the end of FY 2011, there was a combined total of 26,362 households on waiting lists for the Public Housing program, Section 8 program, and mixed finance developments with Public Housing, PBVs, and tax credit units, see Table 8 on the next page. Except for the Section 8 General waiting list, all other waiting lists are site-based. The conversion to site-based waiting lists allowed families to apply for and be on one or more waiting list based on their personal preferences. As a result, in some cases these numbers may represent duplicated household counts. Table 8 provides a summary of the number of households on each waiting list by property and type.

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

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

Additionally, OHA provides subsidies for approximately 242 households under the Shelter Plus Care program. The Shelter Plus Care program waiting list is managed by Alameda County. There is one waiting list for the entire Shelter Plus Care program in this county and applicants are referred to the next available housing for which they are eligible. Detailed demographic information for the households on the Shelter Plus Care waiting list was not available at the time of this report. Therefore, the following breakdown of applicant characteristics does not include households on the Shelter Plus Care waiting list. Although the Shelter Plus Care applicants are not included in the following demographic breakdowns, all households on the waiting list are categorized as disabled and have incomes at or below 50% of the Area Median Income (AMI).

Table 8 Waiting Lists for OHA Programs			
	Public Housing	**Section 8**	**Public Housing, PBV, and Tax Credit**
OHA Managed Waiting Lists			
Public Housing			
Lockwood Gardens	331		
Palo Vista Gardens	604		
Peralta Villa	484		
Section 8			
General, Mainstream, and Mod Rehab		10,007	
Project Based Vouchers			
Former public housing scattered sites		6,235	
Public Housing Sites Managed by a Third Party			
Harrison Towers	178		
Adell Court	173		
Campbell Village	683		
Oak Grove Plaza North and South	338		
HOPE VI Sites Managed by a Third Party			
Chestnut Court and Linden Court*			79
Foothill Family Apartments*			230
Lion Creek Crossings Phases I, II, & III			208
Mandela Gateway			110
PBV and Tax Credit Units Managed by a Third Party			
Project Based Vouchers and Tax Credit Units			
Altenheim Phase I		173	
Altenheim Phase II		264	
Fox Courts		30	
Ironhorse		24	
Seven Directions Apartments		372	
Tassafaronga Village Phase I		2,840	
Tassafaronga Village Phase II		101	
The Orchards		214	
Project Based Vouchers Only			
Drachma Inc.		60	
Effie's House		30	
Fairmount Apartments		440	
Jack London Gateway Senior Housing		1,453	
Madison Street Lofts		664	
Shelter Plus Care Managed by Alameda County		**37**	
Total Households	**2,791**	**22,944**	**627**
Combined Total			**26,362**

* These properties do not have PBV units, only public housing and tax credit units.

Characteristics of Applicants on Waiting Lists

The characteristics of the waiting list applicants include a breakdown of households for each grouping presented above by household size, family type, income group, race, and ethnicity. The data compares a snapshot taken at June 30, 2010, the Fiscal Year End (FYE) of 2010, to June 30, 2011, FYE 2011. A comparison was made between the distribution of the characteristics in each category. The detailed demographic tables containing this information can be found in Appendix D.

In FY 2010, the waiting list information for Tassafaronga Village Phases I and II was included in the combined public housing, PBV, and tax credit waiting list count. Tassafaronga Village does not have any public housing units. Therefore, the waiting list information for Tassafaronga was moved into the Section 8 column, because the waiting list at that property is only used for PBVs and tax credit units. This decreased the total amount of households in the combined public housing, PBV, and tax credit waiting list section significantly. In addition, the opening of the Section 8 waiting list in FY 2011 increased the total amount of households in that category significantly. More information about the opening of the Section 8 waiting list can be found in Section II.C.2.

Household Size of Applicants on Waiting Lists

Similar to FY 2010, the majority of households in the Public Housing and Section 8 program are one-person families, representing 54% and 42% of the total households, respectively. In the HOPE VI program, the majority of households are two-person families, representing 35% of the total households. The HOPE VI sites also had a higher prevalence of three- and four-person families compared to either the Public Housing or Section 8 program. These results are reflective of the housing stock available in each program. Chart 1 and Chart 2 show the household size of waiting list applicants by program at the end of FY 2011 and FY 2010, respectively.

From FY 2010 to FY 2011, the number of one-person families in the Section 8 program decreased significantly by 27%. The waiting list data from FY 2009 was skewed to one-person households due to a data conversion error that occurred when the new database system was implemented. Thus, the drastic decrease in one-person families and the increase in two-, three-, and four-person families in the Section 8 waiting list are more significantly related to the conversion described above rather than a shift in the population served by the Section 8 program.

Overall the majority of families on the waiting list in all programs are one- and two-person families, representing 43% and 29% of the total households, respectively. The household size of applicants on OHA waiting lists is consistent with the household size of renters in the larger community of Oakland. According to the 2010 US Census, in renter-occupied housing in Oakland, one- and two-person families represent the majority with 39.5% and 27.3% of the total households, respectively[1].

[1] US Census Bureau, http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTH2&prodType=table

Chart 1 - FYE 2011 Household Size of Applicants on Wait Lists

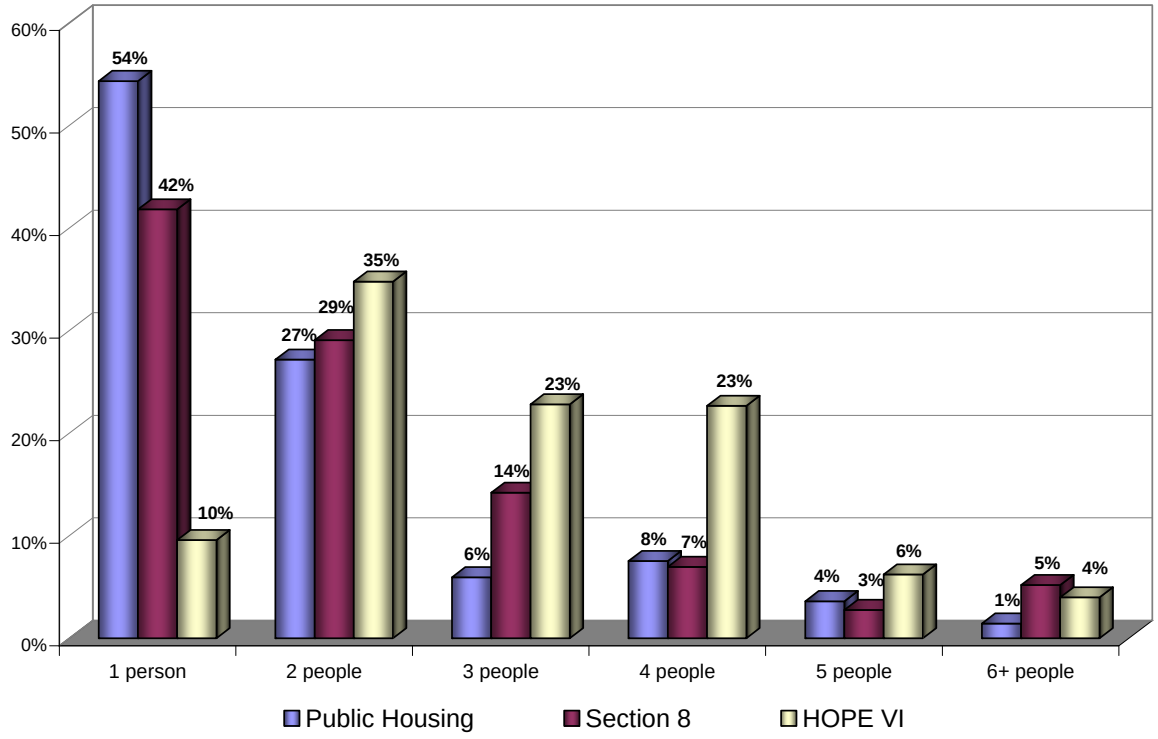
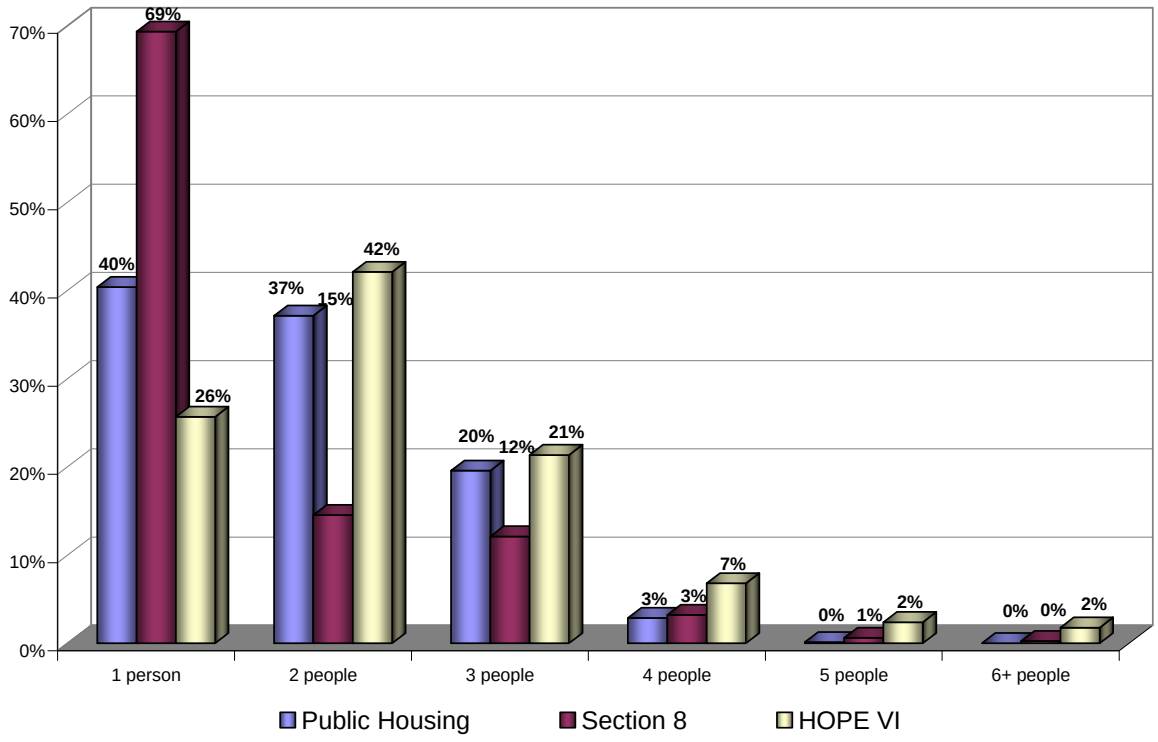


Chart 2 - FYE 2010 Household Size of Applicants on Wait Lists

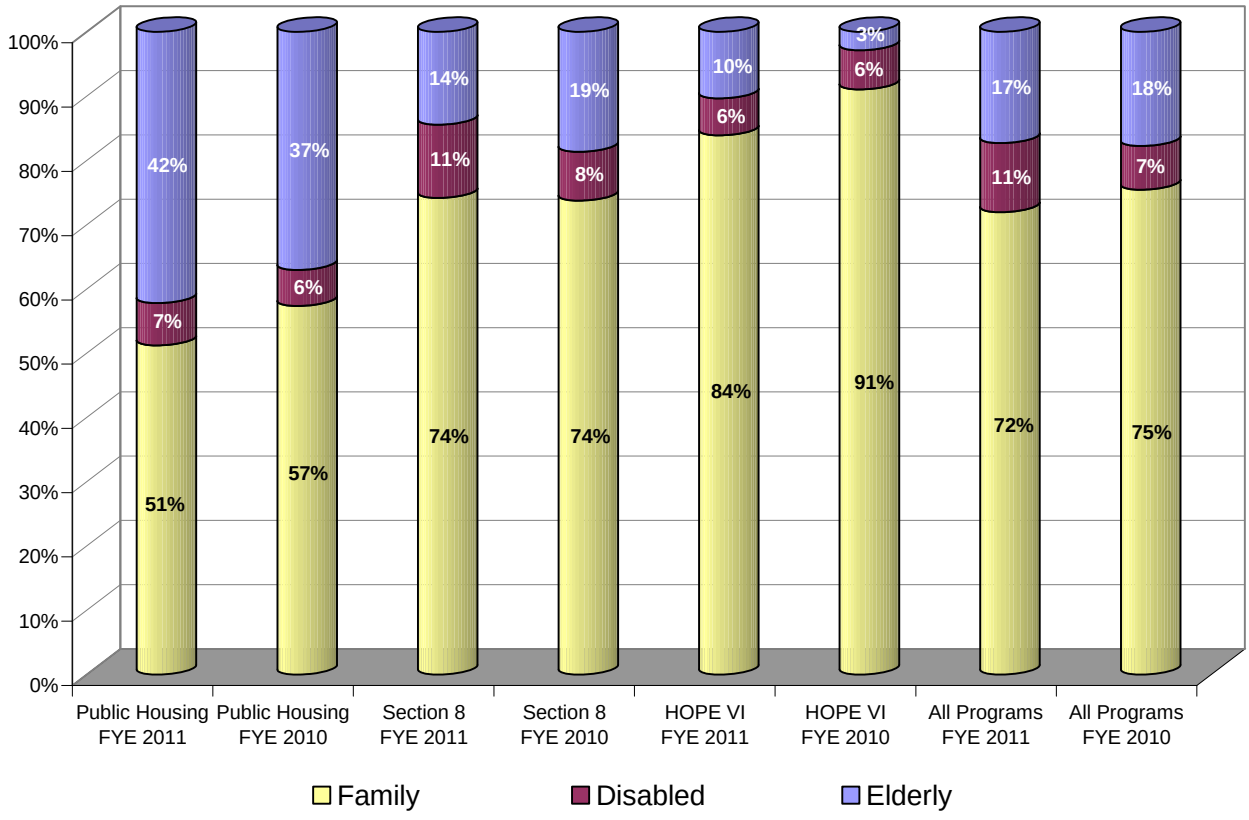


Family Type of Applicants on Waiting Lists

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

In all three housing program waiting lists for FY 2011, the majority of households are families representing 51% in Public Housing, 74% in Section 8, and 84% in the HOPE VI sites, resulting in 72% in all programs. See Chart 3 for a breakdown of the family type of applicants by fiscal year and program. The data for FY 2011 was fairly consistent with the results from FY 2010. The Public Housing and HOPE VI programs saw a 5% and 7% increase, respectively, in the number of elderly households along with a corresponding decrease in the amount of family households. In the Section 8 program, the number of elderly households decreased by 4% with a corresponding increase in the number of disabled households. Additional clarifying instructions were given regarding the definitions of disabled and elderly, which may have resulted in the shift seen in the Section 8 program. Overall, the number of disabled households increased by 4% from FY 2010 to a total of 11% of the total population in all programs in FY 2011.

Chart 3 - Family Type of Applicants on Wait Lists

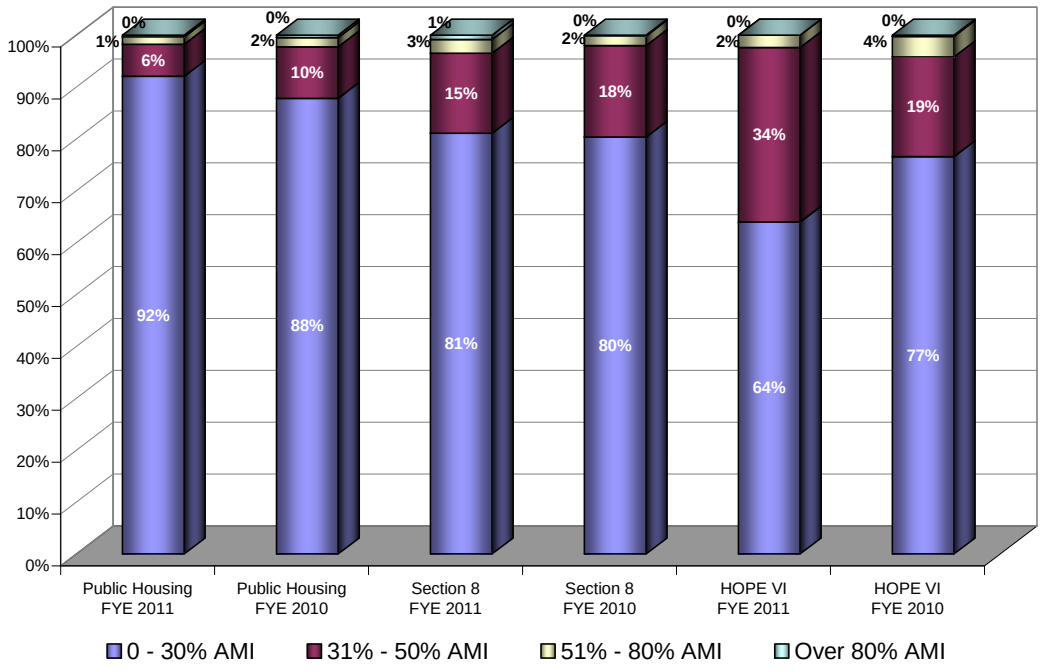


Income Group of Applicants on Waiting Lists

Households with incomes ranging from 0-30% of Area Median Income (AMI) were the largest percentage representing 92% of total households in Public Housing, 81% in Section 8, and 64% in the HOPE VI developments. See Chart 4 for a breakdown of the income group of applicants by fiscal year and program. In all programs combined, this income group represented 82% of the total households, which was an increase of 1% from last fiscal year. Across programs, the distribution of households by income group was relatively consistent with the previous fiscal year with the exception of the HOPE VI developments. In the HOPE VI developments, households in the 0-30% AMI income group decreased by 13% while households in the 31%-50% AMI saw a corresponding increase.

Income identified on applications for program waiting lists is not verified until the person is selected for the program and they go through the eligibility process. Given the amount of time applicants may be on the waiting list before being selected, this procedure ensures that applicants are considered and have an opportunity to participate in the program based on their current circumstances. Thus, in some cases, households have been placed into income categories that might not be eligible for the program. For the Public Housing program, applicants who fall in the income category of over 80% AMI are not eligible for the program. For FY 2011, ten (10) households fell into this category. In the Section 8 program, applicants that fall in the income categories of over 50% AMI are not eligible for the program. For FY 2011, a total of 3.5% of households were in this category. This is primarily a result of the waiting lists for the scattered sites that were populated when those units were under the Public Housing program. As a result, when the units were converted to Section 8, households that were eligible under the Public Housing requirements became ineligible under the Section 8 program requirements. However, those households were not removed from the waiting list, but continue to be reviewed for income eligibility when they are chosen from the waiting list.

Chart 4 - Income Group of Applicants on the Wait Lists



Race of Applicants on Waiting Lists

In the Public Housing, Section 8, and HOPE VI programs, the majority of applicants on the waiting list are African American, representing 60.8%, 68.5%, and 75.8% respectively for an overall total of 68.2% in all programs. Asian applicants represent the second largest majority with 27.5% in Public Housing, 17.6% in Section 8, and 18.5% in HOPE VI resulting in 18.3% of the total households in all programs. The racial breakdown of applicants for FY 2011 was consistent with the breakdown for FY 2010 as there were no significant shifts. Chart 5 through Chart 10 show the racial composition of applicants on the waiting lists by program and by fiscal year with FY 2011 on the left and FY 2010 on the right. Chart 11 provides the racial composition of Oakland from the 2010 US Census.

Compared to the demographics of Oakland, Asian households on the waiting lists were representative of the number of Asian households in the community with 18.3% represented on the waiting list for all programs compared to 17.1% of the total population in Oakland.[2] However, African American households were over-represented compared to the community with 68.2% represented on the waiting lists for all programs compared to 27.1% in Oakland. Conversely, White households were under-represented compared to the community with 8.9% represented in waiting lists for all programs and 35.8% in Oakland. Other racial categories were consistent with the demographics for those categories in Oakland.

Chart 5 - FYE 2011 Race of Applicants on Public Housing Wait Lists

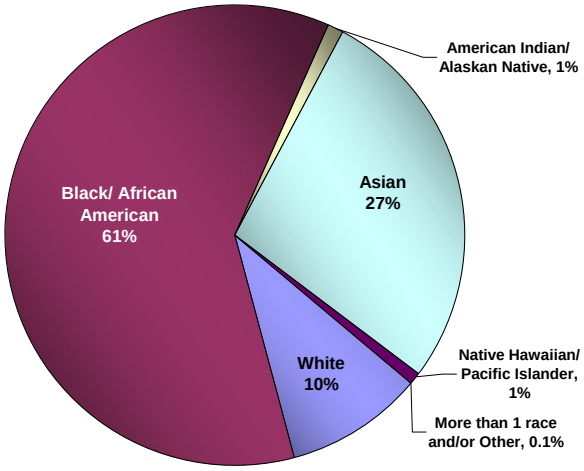
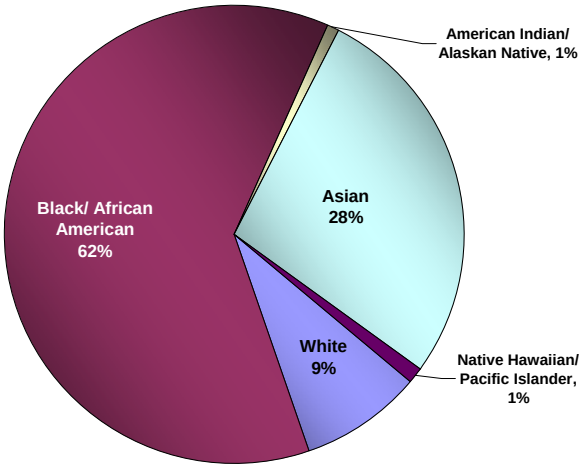


Chart 6 - FYE 2010 Race of Applicants on Public Housing Wait Lists



[2] All statistics in this paragraph came from the US Census Bureau, http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTP3&prodType=table

Chart 7 - FYE 2011 Race of Applicants on Section 8 Wait Lists

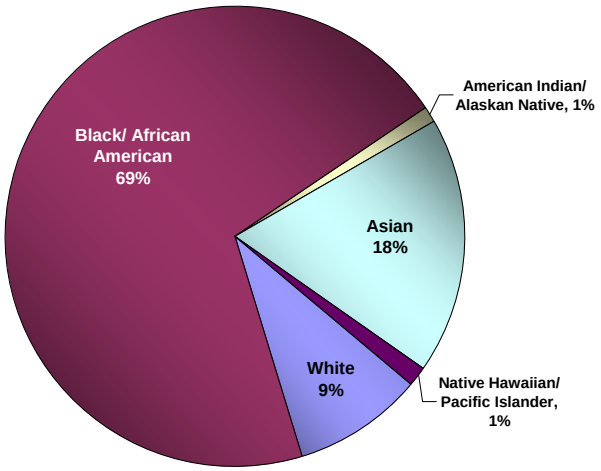


Chart 8 - FYE 2010 Race of Applicants on Section 8 Wait Lists

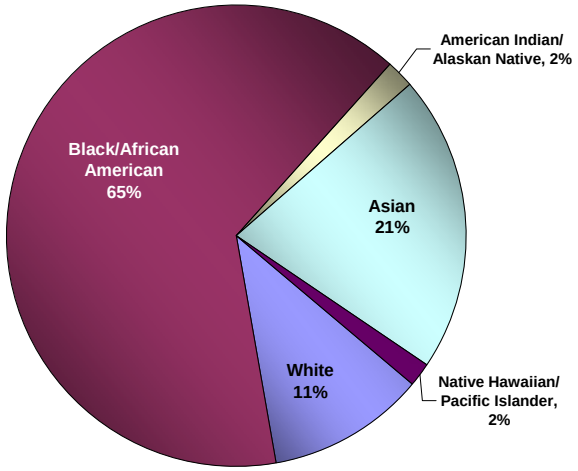


Chart 9 - FYE 2011 Race of Applicants on HOPE VI Wait Lists

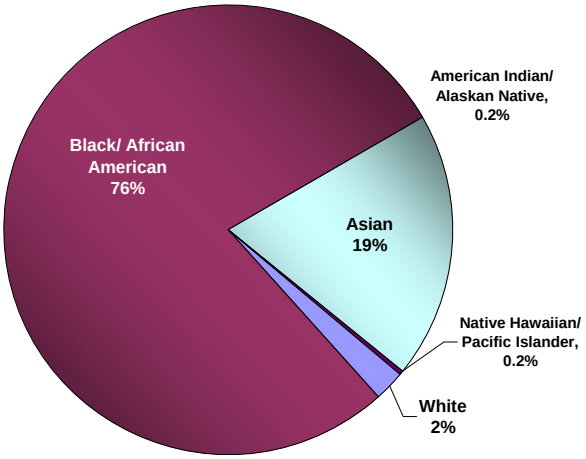


Chart 10 - FYE 2010 Race of Applicants on HOPE VI Wait Lists

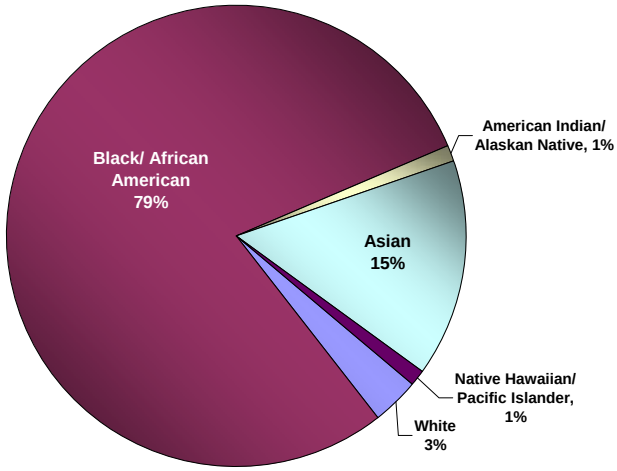
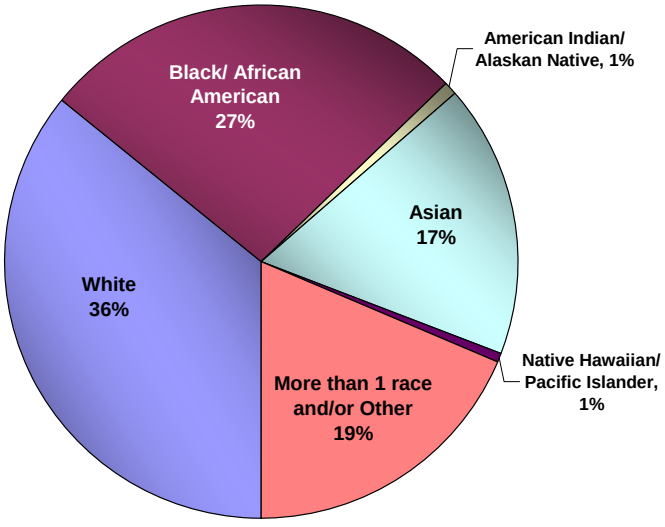


Chart 11 - 2010 Race of the Total Population of Oakland



Ethnicity of Applicants on Waiting Lists

When the waiting list was opened for the Section 8 program, significant outreach was done to increase the number of Hispanic applicants on the waiting list. The outreach was successful and the number of Hispanic applicants on the Section 8 waiting list increased from 3% in FY 2010 to 15.6% in FY 2011. In all programs, Hispanic applicants represented 14.5% of the total households in FY 2011 compared to 4.5% in FY 2010. Hispanic applicants are still under-represented compared to the community where 24.2% of the population of Oakland identifies as Hispanic[3]. Chart 12 through Chart 17 show the percentage of Hispanic and non-Hispanic households on the waiting lists by program and by fiscal year with FY 2011 on the left and FY 2010 on the right. Chart 18 provides the percentage of Hispanic and non-Hispanic individuals in Oakland from the 2010 US Census.

Chart 12 - FYE 2011 Ethnicity of Applicants- Public Housing Wait Lists

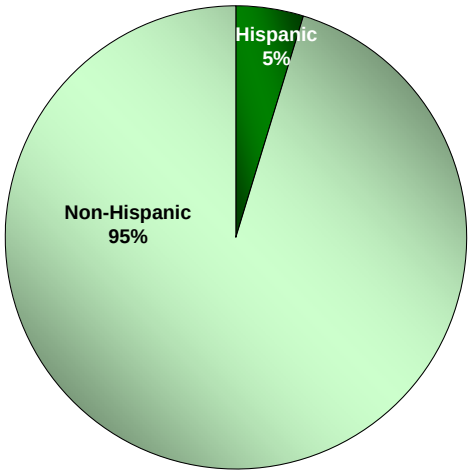


Chart 13 - FYE 2010 Ethnicity of Applicants- Public Housing Wait Lists

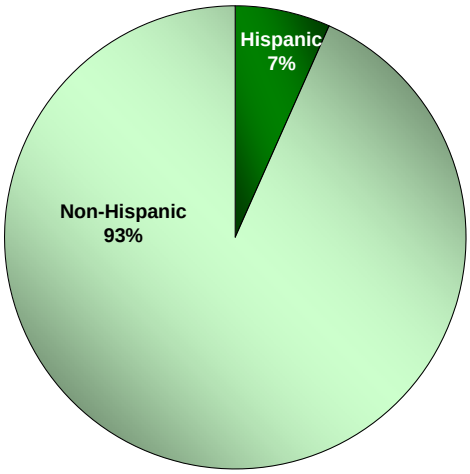


Chart 14 - FYE 2011 Ethnicity of Applicants on Section 8 Wait Lists

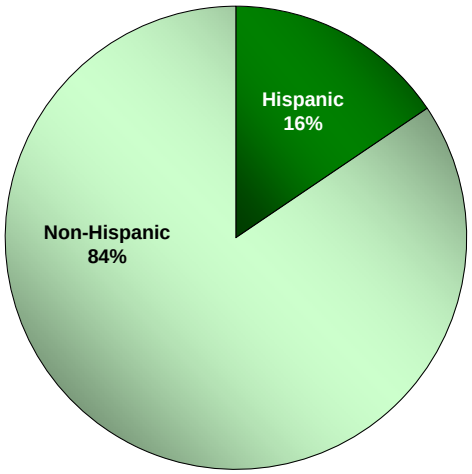
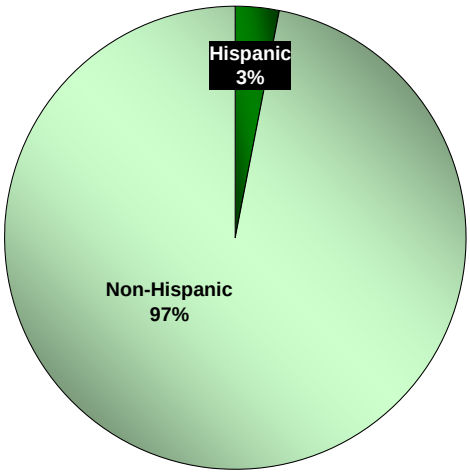


Chart 15 - FYE 2010 Ethnicity of Applicants on Section 8 Wait Lists



[3] US Census Bureau at http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_SF1_QTP3&prodType=table

Chart 16 - FYE 2010 Ethnicity of Applicants on HOPE VI Wait Lists

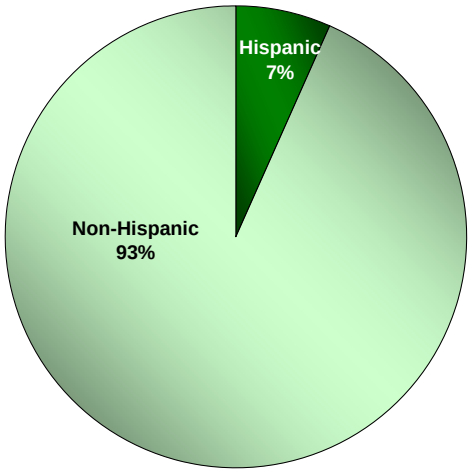


Chart 17 - FYE 2011 Ethnicity of Applicants on HOPE VI Wait Lists

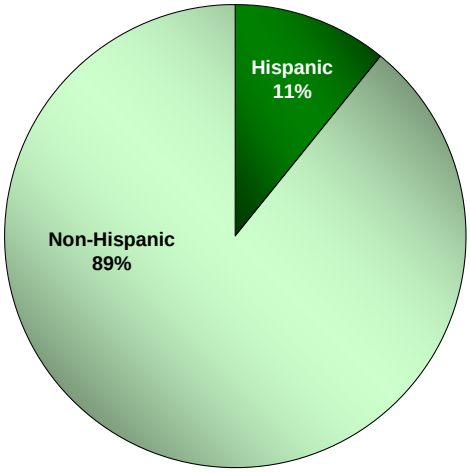
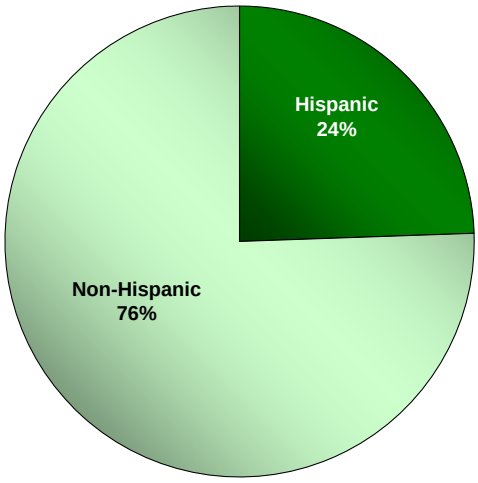


Chart 18 - 2010 Ethnicity of the Total Population of Oakland



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

Public Housing Waiting Lists

OHA has nearly exhausted the 2,000 applicants placed on the public housing site-based waiting lists within 1.5 years of establishing the lists. In FY 2012, OHA anticipates opening the site-based waiting lists for all public housing AMPs.

Section 8 Waiting Lists

OHA continues to manage a single waiting list for the HCV program, while sites with allocations of PBV units continue to operate site-based waiting lists.

In FY 2011, OHA opened its Section 8 waiting list in order to increase the applicant pool. OHA's 2006 waiting list was exhausted in May 2011. The waiting list was opened beginning

January 25, 2011 through January 29, 2011. During this period, OHA accepted 55,104 pre-applications. To ensure access to all interested families, OHA established fully-staffed computer kiosks at its East and West District Offices. OHA partnered with nine (9) public libraries and staffed computer kiosks throughout Oakland. OHA utilized a third party vendor for the pre-application, automated random selection of the total applicants, and final ranking of the 10,000 names selected based on OHA criteria for the 2011 Section 8 waiting list. All incomplete and duplicate applications were removed from the lottery pool. OHA engaged in extensive outreach efforts with our Asian and Hispanic communities and this resulted in an increase for both populations from previous applications.

Shelter Plus Care Program

Alameda County manages a single waiting list for the entire Shelter Plus Care program for this county. This waiting list is always open for single adults eligible for a Single Room Occupancy (SRO) unit at the Harrison Hotel and for individuals or heads of households eligible for housing for people with HIV/AIDS. During the fiscal year, the waiting list was opened from January 10, 2011 through May 25, 2011. The County has adopted a new policy that states that any applicant who refuses a housing referral, absent a compelling reason such as related to their health, safety, disability, and/or self-sufficiency, is removed from the waiting list. This policy was put in place in order to focus on the most vulnerable and in need applicants, those who do not have other housing resources.

Section III. Non-MTW Related Housing Authority Information

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

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

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

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

Planned Disposition Request

On December 20, 2010, OHA submitted an application to HUD for the disposition of 383 senior public housing units on five scattered sites; see Table 9 for a list of these properties. The application is still under review by the HUD Special Applications Center. OHA has come to this conclusion based on the costs associated with operating and managing these properties as well as the enormous backlog of deferred maintenance at the sites created by the lack of adequate subsidy in the public housing program over a sustained period of time. If the disposition is approved by HUD and the subsequent request to HUD for Tenant Protection Vouchers is granted, OHA will transfer the control of the properties via long-term lease or through the sale of the properties to an OHA affiliate for this purpose. The affiliate organization will maintain and manage the units using conventional financing and management strategies to address the physical needs of the properties and ensure their continued operation as affordable senior housing sites in Oakland.

OHA is committed for the next 55 years to maintaining the affordability of these scattered senior site units to low-income seniors earning at or below 60% of Area Median Income (AMI). After disposition, the senior units will be project-based to maintain their affordability at current levels, subject to compliance with HUD requirements. Residents who choose to move will be offered tenant-based vouchers. Any proceeds from increased operating income will be utilized to improve the existing units and properties or used to support the public housing program. OHA intends to continue to make progress in our efforts toward meeting our capital improvement and quality of life goals for all of our households, including our senior households, and provide both healthier, greener units and greater housing choice. OHA has determined that this is the most effective manner to accomplish these goals.

Table 9
Senior Sites for Disposition

Site Name	Number of Units
Adell Court	30
Oak Grove Plaza South	75
Oak Grove Plaza North	77
Palo Vista Gardens	100
Harrison Towers	101
Total Units	**383**

Section 3 Hiring

In accordance with Section 3 of the US Housing Act of 1968, as amended, and 24 CFR Part 135, OHA adopted an Economic Opportunities Policy on February 27, 1995, which states:

> It is the policy of OHA to provide to the greatest extent feasible economic opportunities—in both construction and non-construction jobs— to low- and very low-income persons residing on the Oakland metropolitan area. In furtherance of this policy, the OHA has developed programs and procedures necessary to implement this policy covered in all procurement contracts where labor and/or professional services are provided.

In May 2010, the OHA Department of Family and Community Partnerships (FCP) was created to connect OHA families with employment and educational opportunities, promote civic engagement, encourage community-building, and expose youth to life-enrichment programs. The vision of FCP is to ensure that every family served by OHA has access to community resources and supportive services that will assist them with the necessary skills needed to become self sufficient. To further OHA's Section 3 hiring goals, the department has one staff member designated as an Employment Development Coordinator to assist families with finding employment opportunities. FCP partners with many community-based organizations to help OHA families obtain employment, job training, leadership skills, and other services based on the needs of the families.

FCP focuses on aggressively outreaching to residents in OHA programs to inform them of Section 3 hiring opportunities. This dedicated effort has resulted in an increase in the number of Section 3 hires that are residents of OHA programs. In FY 2011, sixty-one (61) residents of OHA programs were hired to work under contracts with Section 3 requirements. In addition, forty-eight (48) low-income individuals were hired under contracts with Section 3 requirements for a total of 109 individuals hired in FY 2011. Of the residents that were referred by FCP for employment opportunities, a total of 52.4% went on to be interviewed and 29.6% were hired. Of those residents that were interviewed, a total of 56.5% were hired. See Table 10 for a breakdown of the Section 3 employment outcomes for FY 2011.

Table 10
FY 2011 Section 3 Employment Outcomes

Section 3 Employment Types	Residents of OHA Programs				Non-residents
	Prescreened	Referred	Interviewed	Hired	Hired
Construction Contracts	208	123	37	21	13
Service Contracts	129	73	65	36	0
OHA Employment	27	10	6	4	35
Total	**364**	**206**	**108**	**61**	**48**
Percentage Hired		**29.6%**	**56.5%**	**100.0%**	
Total Section 3 Hires					**109**

OHA continues to revise and improve the Section 3 policies and procedures in order to ensure that residents are exposed to employment opportunities they otherwise would not have access to. OHA strives to connect residents with sustainable job opportunities in an effort to support residents' efforts at achieving self sufficiency.

Section IV. Long-term MTW Plan

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

1. Preserving and Enhancing the Public Housing Portfolio
   OHA has made a long-term commitment to use MTW authority to preserve and enhance its portfolio of Public Housing units through a combination of enhanced operations and an aggressive effort to address deferred maintenance and improve physical conditions.

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

3. Promoting Resident Empowerment and Self Sufficiency
   The long-term success for many of OHA's clients requires a level of support beyond simply housing. MTW allows OHA to enhance the quality and reach of client services provided both in-house and in partnership with community-based service providers that are experts in their respective fields.

4. Expanding Housing Choice in the Public Housing Program
   One of the long-term goals of OHA is to expand housing opportunities for residents in the Public Housing program. The primary strategy to accomplish this goal is to provide them with the ability to transfer their housing subsidy similar to the current policy in the PBV program. As the programs are designed now, depending on when and where an opening exists in the Public Housing or Housing Choice Voucher programs, families admitted for assistance receive significantly different housing options. For Public Housing residents, their assistance, with very few exceptions, is limited to the unit they accept when they enter the program. In contrast, a participant in the HCV program is able to relocate with continued assistance to meet the changing needs of their family. This strategy will allow residents in the Public Housing program to move, with continued assistance, if their housing needs change.

Section V. Proposed MTW Activities: Approved but Not Implemented

This section includes information on proposed Moving to Work activities that were approved by HUD in the FY 2011 MTW Annual Plan, but have not yet been implemented.

The MTW activities have been renumbered since the FY 2011 MTW Annual Plan. Table 11 below shows the new activity number assigned and the activity number from the FY 2011 MTW Plan. The new activity numbers have been assigned based on the fiscal year in which the activity was identified (e.g. 11-02 indicates that the activity was identified in the FY 2011 MTW Annual Plan).

Table 11
Proposed MTW Activities: Approved by HUD but Not Implemented

New Activity #	FY 2011 Activity #	Fiscal Year Implemented	MTW Activity Name	Authorization(s)
11-02	2.(p)	TBD	Standardized Transfer Policy	Attachment C, Section B.1 Attachment D, Use of Funds
11-03	3.(p)	TBD	SRO/ Studio Apartment Project-based Preservation Program	Attachment C, Section D.7
11-04	4.(p)	TBD	Use of RHF Funds to Develop Non-Public Housing Units	Attachment C, Section B.1 Attachment D, Use of Funds

A. Describe the activity and why it was not implemented

MTW Activity #11-02: Standardized Transfer Policy

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

Anticipated Impacts: Increase housing choices for families by allowing residents of public housing and PBV assisted housing the option to move when family, employment, or other circumstances change. Improve discipline in property management practices as programs become more competitive.

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 12
Activity #11-02 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families requesting a transfer voucher from the Public Housing program.	**0** families	**100** families	**N/A**	**Not Yet Implemented**

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

OHA anticipates that up to 100 Public Housing families will request to convert to tenant-based Section 8 assistance as a result of this activity. Activity development and respective policy revisions are scheduled to begin in FY 2012.

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

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

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 13
Activity #11-03 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of SRO/studio units awarded PBV assistance under this activity	**0** units	**200** units	**N/A**	**Not Yet Implemented**

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

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

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

OHA anticipates that approximately 200 units will be awarded PBV assistance as a result of this activity. Implementation is scheduled for FY 2012.

MTW Activity #11-04: Use of RHF Funds to Develop Non-Public Housing Units

Description of MTW Activity: Use Replacement Housing Factor (RHF) funds received as a result of an approved disposition of public housing units for the development of new low-income housing that does not include public housing designated units. Without additional capital resources made available through the HOPE VI or a similar program, OHA has concluded that the long-term subsidy available through the Public Housing program is not adequate, making such projects infeasible.

Anticipated Impacts: Develop low-income housing using multiple sources of financing, including the Low-income Housing Tax Credit program, and, in some cases, PBV subsidies. Expand opportunities to develop new and replacement low-income housing thereby increasing housing choices for families.

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 14
Activity #11-04 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of non-public housing units developed using RHF funds	**0** units	**To be determined**	**N/A**	**Not Yet Implemented**

Under the current regulations, RHF funds must be used to develop public housing units. With MTW authority, Public Housing Authorities (PHAs) are allowed to block grant these funds and use them for the development of affordable low-income housing that does not necessarily include public housing designated units. However, if the funds are placed into the MTW block grant, then PHAs lose their ability to accumulate the full ten years of funding available (the second increment). The HUD MTW office is currently considering an option whereby PHAs would be allowed to block grant their RHF funds, accumulate them for the full ten years, and use the funding to develop low-income affordable housing that does not include public housing designated units. This third option is the direction that OHA hopes to pursue with regard to this activity. Therefore, OHA has postponed implementation of this activity until these issues are resolved.

Section VI. Ongoing MTW Activities: HUD Approval Granted

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

The MTW activities have been renumbered since the FY 2011 MTW Annual Plan. Table 15 shows the new activity number assigned and the activity number from the FY 2011 MTW Plan. The new activity numbers have been assigned based on the fiscal year in which the activity was identified (e.g. 11-01 indicates that the activity was identified in the FY 2011 MTW Annual Plan).

Table 15
Ongoing MTW Activities: HUD Approval Granted

New Activity #	FY 2011 Activity #	Fiscal Year Implemented	MTW Activity Name	Authorization(s)
11-01	1.(p)	2011	Project-Based Voucher (PBV) Occupancy Standards	Attachment C, Section D.7
11-05	5.(p)	2011	PBV Transitional Housing Programs	Attachment C, Section B.1, B.4, D.1.a, b Attachment D, Section B.2
10-01	8.	2010	Specialized Housing Programs	Attachment C, Section B.1, B.4 Attachment D, Use of Funds
10-02	9.	2010	Program Extension for Households Receiving $0 Housing Assistance Payment (HAP)	Attachment C, Section D.1.b, D.3.a
10-03	11.	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Attachment C, Section D.1.a, D.7
10-04	12.	2010	Alternative Initial Rent Determination for PBV Units	Attachment C, Section D.2, D.7
10-05	13.	2010	Acceptance of Lower HAP in PBV Units	Attachment C, Section D.7
10-06	14.	2010	Local Housing Assistance Programs	Attachment C, Section B.1 Attachment D, Use of Funds
10-07	15.	2010	Disposition Relocation and Counseling Services	Attachment C, Section B.1 Attachment D, Use of Funds
10-08	16.	2011	Redesign Family Self Sufficiency (FSS) Program	Attachment C, Section E
10-09	10.	2010	Allocation of PBV Units: No Cap per Development	Attachment C, Section D.7 Attachment D, Section B.4
09-01	5.	2011	Alternative Housing Quality Standards (HQS) System	Attachment C, Section D.5 Attachment D, Section D
09-02	7.	2010	Short-Term Subsidy Program	Attachment C, Section B.1 Attachment D, Use of Funds
08-01	6.	2008	Fund Affordable Housing Development Activities	Attachment C, Section B.1 Attachment D, Use of Funds
07-01	1.	2010	Triennial Income Recertification	Attachment C, Section C.4, D.1.c
06-01	2.	2006	Site-based Waiting Lists	Attachment C, Section C.1
06-02	3.	2006	Allocation of PBV Units: Without Competitive Process	Attachment C, Section D.7.a
06-03	4.	2006	Allocation of PBV Units: Using Existing Competitive Process	Attachment C, Section D.7.b

MTW Activity #11-01: PBV Occupancy Standards

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

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 16
Activity #11-05 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families housed according to the new occupancy standards	**0** families	**8** families	**N/A**	The activity was implemented in FY 2011. No units have been leased under the new occupancy standards yet.

When PBV assistance is attached to units developed or rehabilitated with other state or locally administered affordable housing funds, the occupancy standards of other programs may differ from the PBV program occupancy standards. This difference creates circumstances whereby a family of a particular size or composition will qualify for a specific unit under the general occupancy standards for the development, but not be eligible for PBV assistance because of a different standard applicable for the PBV program. For example, a family with two children would qualify for a two-bedroom unit, in most cases, under the PBV occupancy standards; whereas that same family might qualify for a three-bedroom unit in certain developments based on the occupancy standard in the tax credit program. Thus, this activity provides additional housing options for families assisted under the PBV program.

OHA revised the Administrative Plan for the Section 8 program to amend the PBV occupancy standards to match those utilized in the California Tax Credit Allocation Committee program. At the end of the fiscal year, new units had yet to be leased based on the amended occupancy standards. OHA estimates that approximately eight new families will be benefit from this activity in the next fiscal year.

MTW Activity #11-05: PBV Transitional Housing Program

Description of MTW Activity: Develop a PBV sub-program to allow for transitional housing programs at developments serving low-income special needs households who otherwise might not qualify for or be successful in the Public Housing and/or Section 8 Programs.

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 17
Activity #11-05 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of applicants	**4** applicants	**6** applicants (50% increase)	**6** applicants	**Yes – 100%** of the benchmark was achieved.
Number of families participating in PBV transitional housing program	**0** families	**11** families (100% occupied)	**10** families with 3 graduating prior to the end of the fiscal year leaving only 7 families at the end of the fiscal year.	**No –** 91% of the benchmark was achieved during FY 2011.
Vacancy Rate	**50%** vacancy rate	**10%** vacancy rate	**9%** vacancy rate	**Yes** – During the fiscal year, the vacancy rate was 9%, however at the end of the fiscal year the vacancy rate was 36% due to participants graduating the program.

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

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

PBV program and have the option to transfer to a Section 8 tenant-based voucher after completing the tenancy requirement.

In FY 2011, six applicants met the minimal requirements for the program; however, only five applicants were housed. One applicant that passed initial screening did not respond to the final intake appointment request. Since the program counselor was unable to reach the applicant after several attempts, the applicant was removed from the program.

The vacancy rate at the site designated for MOMS program decreased by 28% by the end of FY 2011. In FY 2010, there were a total of seven vacancies, a 64% vacancy rate, and at the end of FY 2011 the number of vacancies was reduced to four, a 36% vacancy rate. Efforts are being made to work with partners to increase the number of qualified applicants. These efforts include, but are not limited to:

- increasing the communication channels with the program counselors, site management staff, and tenants;
- documenting and immediately responding to reports of misbehavior and or lease violations with timely tenant counseling meetings and pre-notices; and
- providing a paid opportunity for one of the program participants to serve as a site caretaker. Her duties include providing janitorial assistance and reporting maintenance issues to the property manager.

The number of participating families fluctuated during FY 2011. At the beginning of FY 2011, there were five families participating in the MOMS program and living at the site. During FY 2011, an additional five families entered the program. By the end of the fiscal year, three families graduated and were offered an option to transfer into the next available PBV unit in AMP 10. All three families chose to transfer and are currently residing in PBV units in AMP 10. By the end of fiscal year 2011, seven families resided at the designated site. This program has increased the housing choices available to these families who otherwise may not have qualified for the traditional Public Housing or Section 8 programs.

MTW Activity #10-01: Specialized Housing Programs

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

Anticipated Impacts: Improve self sufficiency outcomes for residents.

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

Measurements & Outcomes:

Table 18
Activity #10-01 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Amount of services available	**Zero (0)** services available	**4** types of services offered	**7** types of services offered	**Yes** – **175%** of the benchmark was achieved. See Table 19 for a list of services.
Number of families graduating from the program	**0** families	**3** families	**3** families	**Yes –** The benchmark was established based on the actual outcomes achieved in this fiscal year.

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

The MOMS program offers services designed to help families increase their economic self sufficiency and strengthen family relationships. While the funding restrictions continue to dictate the availability of services and resources, OHA's partnership with other agencies has resulted in the implementation of several new services for the program participants. These additional services are described in Table 19.

Table 19 Services Offered in FY 2011		
Type of Service	**Frequency**	**Timeframe**
Alumni/Tenant Meeting	2 hours every month	June 2010 - June 2011
East Bay Works: Job training; Resume writing and work skills training	2 hours every month	January 2011- June 2011
Narcotics Anonymous	2 hours twice a month	June 2009 - June 2011
St Mary's Leadership Group	2 hours, every week for 6 weeks	August 2010 - September 2010
Money Management	2 hours every week for 4 weeks	March 2010
Project Avary: Mentoring program for children of incarcerated parents (ages 5-10)	Care Giver Support Group: 2 hours every month Camp Retreat: every weekend	February - June 2011
Life Project: Mentoring program for children of incarcerated parents (ages 11-18)	Group: 2 hours every month Camp Retreat: every weekend	February - June 2011

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

An additional metric was added to this activity to measure the number of families that graduate from the program. A participant graduating from the program indicates that the family has successfully remained housed in the program and is ready to enter the traditional subsidized housing market and/or the private housing market. In FY 2011, three families graduated from the program and transferred into the traditional PBV program, maintaining their housing stability and increasing their economic self sufficiency.

Other important outcomes of the program during FY 2011 included:

- 5 participants obtained employment
- 5 participants reunited with their families due to availability of stable and affordable housing
- 3 participants were involved in job training and internship programs
- 3 participants completed outpatient substance abuse treatment program
- 1 adult child enrolled in a four-year university

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

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

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

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

Measurement & Outcomes:

Table 20
Activity #10-02 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families able to remain in Section 8 past 6 months	**0** families	**96** families	**96** families in FY 2011	**Yes – 100%** of the benchmark was achieved. Out of 130 families with zero HAP assistance, 74% were able to remain in Section 8 past 6 months.
Number of families that returned to a HAP payment after being at zero HAP assistance for more than 6 months	**0** families	**21** families	**21** families in FY 2011	**Yes – 100%** of the benchmark was achieved. 22% were able to take advantage of the safety net and return to receiving a rental subsidy.
Number of families that left Section 8 after being at zero HAP for more than 6 months	**0** families	**17** families	**17** families	**Yes – 100%** of the benchmark was achieved. 18% of the 96 families achieved self sufficiency and left the program.

This activity was first implemented in FY 2010, but the benchmarks were established in FY 2011 based on the actual results for each measurement.

Prior to implementing this activity, participants were required to be terminated from the Section 8 program if they reached zero HAP assistance for a consecutive period of six months. As a result of implementing this activity, in FY 2011, ninety-six (96) families were allowed to remain in the Section 8 program at zero HAP beyond six months. This represents 74% of the total families that were at zero HAP assistance for any period of time during the fiscal year (130 families). These 96 families would have been terminated from the Section 8 program without this activity.

Of those 96 families, twenty-one (21) families (22%) returned to a HAP payment with continued Section 8 assistance, after being at zero HAP payment for more than six months. Returning to a HAP payment is often a result of a decrease in income, such as losing a job or a reduction in work hours. However, it could be attributed to other factors, such as a change in household composition, moving to a larger or higher priced unit, or the landlord increasing the rent. These

21 families were able to take advantage of the safety net provided by this activity and allowed to return to receiving subsidy assistance for their rent. Without this activity, these families would have been automatically terminated from the Section 8 program and would need to reapply for Section 8 rental assistance if their circumstances changed. Given the long wait time for admission into the Section 8 program, it could be several years before these families would be able to return to a stabilized housing environment.

Of the 96 families, seventy-five (75) families (78%) were able to achieve economic self sufficiency during this period by remaining at zero HAP assistance for more than six months. Furthermore, seventeen (17) families out of the 75 families (23%) graduated from the Section 8 program and no longer need rental assistance. The additional safety net provided by this activity allowed these families to remain in the program without fear of loosing Section 8 assistance until the point that they felt they could be self sufficient. Overall, this activity removes the disincentive for families to become economically self sufficient by providing them with up to 24 months before loosing the protection afforded by rental assistance should their circumstances change unexpectedly.

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

Description of MTW Activity: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. OHA's scattered site portfolio consists of 254 developments with 1,615 units grouped into six AMPs. Under this activity, a single HAP contract can be executed for each AMP, consisting of multiple non-contiguous sites.

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

Statutory Objective: Reduce costs and achieve greater cost effectiveness

Measurement & Outcomes:

Table 21
Activity #10-03 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of HAP contracts executed	**254** contracts for scattered sites **6** contracts for Drachma Housing	**6** contracts for scattered sites **1** contract for Drachma Housing	**6** contracts for scattered sites **1** contract for Drachma Housing	**Yes** – This represents a **98% reduction** in the number of contracts that had to be executed for the scattered sites and an **83% reduction** in the number of contracts executed for Drachma Housing.
Staff time to execute HAP contracts	**1,524** hours for scattered site contracts **36** hours for Drachma contracts	**36** hours for scattered site contracts **6** hours for Drachma contract	**36** hours for scattered site contracts **6** hours for Drachma contract	**Yes –** This represents a **98% reduction** in the amount of staff time to execute the scattered site contracts and an **83% reduction** in the amount of time to execute the Drachma contract.

HUD's definition of a PBV "project" is a single building, multiple contiguous buildings, or multiple buildings on contiguous parcels of land. Accordingly, each scattered site in OHA's portfolio is considered a "project". In FY 2009, OHA received HUD approval for the disposition of the public housing scattered site portfolio. In FY 2010, these units were converted to PBV units. The PBV program rule required that one PBV HAP contract be executed for each project, requiring a total of 254 HAP contracts for the scattered site portfolio.

Staff time involved in revising the contract template for the specific project, gathering all the necessary supporting documents, and preparing the HAP contract for execution takes approximately six hours per HAP contract. Without implementation of this policy, the time to execute the HAP contracts for the 254 projects was estimated at 1,524 hours (6 hours x 254 contracts). After implementation of this activity, the time to execute the HAP contracts was projected to decrease to 36 hours (6 hours x 6 contracts).

Implementation of this MTW activity allowed OHA to execute one PBV HAP contract for each AMP resulting in a 98% reduction in the number of PBV HAP contracts to be prepared, from 254 contracts to six contracts. Additionally, the reduction in the amount of contracts to be executed resulted in a 98% reduction of staff time spent on this activity, from an estimated 762 hours to 36 hours. This activity resulted in significant cost efficiencies related to the conversion of the formerly scattered site public housing units.

During FY 2011, this MTW activity was applied to another PBV project, Drachma Housing. Drachma Housing, a scattered site development in West Oakland, would have been considered six projects under HUD's definition of a PBV "project" and therefore would have required six PBV HAP contracts. Implementation of this MTW activity allowed OHA to execute only one PBV HAP contract for the entire development, resulting in an 83% reduction in the amount of contracts and staff time to execute the contract. OHA continues to utilize this cost efficient activity when applicable.

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

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

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

Statutory Objective: Reduce costs and achieve greater cost effectiveness

Measurement & Outcomes

Table 22
Activity #10-04 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Per unit cost to determine initial PBV program rents at scattered site units.	**$192 per unit** cost to use a state certified appraiser for a market rent study for each PBV "project".	**$48 per unit** cost for a state certified appraiser (or an alternative independent agency) to perform a comparability analysis and market rent study based on scattered sites AMP property groups. (75% cost reduction)	**N/A**	**N/A**

This activity was not applied in FY 2011, but remains an active MTW Activity.

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

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

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 23
Activity #10-05 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of over housed households allowed to remain in place with PBV assistance	**Zero (0)** over-housed households were eligible to remain with PBV assistance prior to implementation	**100** over-housed households annually who would otherwise be forced to move because of a change in their family composition, will be allowed to remain in place *Revised Benchmark*: **15** over-housed households	**15** over-housed households have remained in place during FY 2011	**No** – 15% of the benchmark was achieved because the estimated number of families that would be impacted was significantly overstated. See the narrative for more details. 100% of the revised benchmark was achieved.

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

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

In FY 2011, this activity was utilized for nine families in PBV assisted scattered site units. Additionally, six more families at other PBV sites benefited from this activity. These families would otherwise have had to move from their PBV assisted unit because of a change in their family composition, resulting in the family being over-housed. PBV sites rarely have an appropriately size unit readily available for a family when there is a change in their occupancy standard. Additionally, unit turnover can be very costly for a landlord and the expense often outweighs a rent reduction; so it becomes the logical choice for the PBV owner to renew the

contract at lower rent. Also, a PBV owner may elect the option to accept a lower HAP if needed to fill vacant units when an appropriately sized family is not available. In total, this activity increased the housing options for 16 over-housed families in FY 2011 and created optional efficiencies for rental property owners.

MTW Activity #10-06: Local Housing Assistance Programs

Description of MTW Activity: Local Housing Assistance Programs (LHAP) provides support to households that might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP provides subsidies to eligible households and to partnering agencies operating service enriched housing for low-income households with special needs.

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 24
Activity #10-06 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of over-income households in former public housing scattered sites assisted by LHAP	**Zero (0)** households directly assisted by LHAP	**36** households directly assisted by LHAP	**44** households have been assisted by LHAP to date.	**Yes** – **100%** of the benchmark has been achieved. **9 additional families** were assisted by this program during FY 2011.
Number of hard-to-house clients assisted by LHAP	**Zero (0)** households assisted by partnering agencies receiving LHAP	**90** households assisted by partnering agencies receiving LHAP	**57** households assisted by partnering agencies receiving LHAP	**No** – 63% of the benchmark was met due to slower than anticipated project start-up.

This activity was originally designed to protect families that might be negatively impacted by the disposition of the formerly public housing scattered sites. Some families that were paying the flat rent in the public housing units faced an increase in rent upon conversion of the unit to Section 8. Also, some families were not eligible for the Section 8 program because they were over-income for the Section 8 program, despite being income eligible for the Public Housing program. These families were offered the option to remain in place and be assisted under LHAP. To date, forty-four (44) households have been assisted by LHAP, which is an additional nine households from the previous fiscal year.

Additionally, OHA used this activity to develop a local housing program in partnership with the City of Oakland for the purpose of housing traditionally hard-to-house individuals. OHA executed an agreement with the City of Oakland to provide housing subsidy assistance for up to 90 individuals who are either homeless or living in encampments or ex-offenders reentering the community upon release from prison or jail. Qualifying participants assisted through the program must also be receiving services through providers working under contract with the City of Oakland's Department of Human Services. The program is intended to leverage the resources and expertise of the City's efforts while expanding OHA's ability to serve special needs populations.

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

As of June 30, 2011, a total of 57 individuals have received assistance with one participant exiting the program for a total of 56 currently housed. The program has not reached full utilization due to slower than anticipated program start-up including setting up the housing placement process, developing a network of participating property owners, and working through the referral and verification process. This activity has allowed OHA to expand the housing options available to these critical special needs households in a way that also provides the services necessary to support their housing stability.

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

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

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

Statutory Objectives: Provide incentives for families with children to become economically self sufficient, increase housing choices

Measurement & Outcomes:

Table 25
Activity #10-07 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Amount of resources available for relocation and housing options assistance for families impacted by disposition (group briefings and one-on-one counseling sessions)	**0** group briefings **0** one-on-one counseling sessions	**45** group briefings **1,000** one-on-one counseling sessions	**0** group briefings specifically related to disposition **318** one-on-one counseling sessions	**No –** the benchmark should have been revised from FY 2010 since most of the relocation related to disposition happened during that fiscal year.
Number of transfer vouchers requested as a result of the disposition of scattered sites units	**0** transfer vouchers requested	**518** transfer vouchers requested	**447** transfer vouchers requested to date. 318 transfer vouchers requested in FY 2011	**No –** 86% of the benchmark has been achieved since the implementation of this activity in FY 2010.

Providing incentives for families with children to become economically self sufficient

Using Single Fund Flexibility as an MTW agency, OHA provided counseling and relocation assistance to residents impacted by the disposition of the family public housing scattered site units. The majority of impacted households received group briefings and one-on-one counseling sessions during FY 2010. The benchmarks should have been revised for FY 2011 to lower numbers since most of the impacted households had already received services.

During FY 2011, a total of 318 families participated in one-on-one counseling sessions informing them of their housing options and how to access the appropriate programs. These families also participated in group counseling sessions that explained how the Section 8 program operates. These group sessions were not counted toward this activity because they were not specifically for families impacted by disposition, but were conducted for general participants of the Section 8 program. As a result of being more informed, families were able to make housing choices that were best suited for their unique situation allowing them to become more economically self sufficient.

Increasing Housing Choices

Families impacted by the disposition that wished to relocate were provided a transfer voucher. In FY 2010, a total of 129 families requested transfer vouchers. In FY 2011, a total of 318 families requested transfer vouchers. To date, eighty-six percent (86%) of the benchmark has been achieved. However, this activity continues to be ongoing because families can request a transfer voucher anytime in the future. Relocation benefits are available from OHA for up to two years, or until March 2012.

MTW Activity #10-08: Redesign FSS Program

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

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

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

Measurement & Outcomes:

Table 26
Activity #10-08 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of families enrolled in FSS	**222** families enrolled in FSS	**300** families enrolled	**174** families enrolled	**No –** 58% of the benchmark was achieved.
Number of new contracts signed	**43** new contracts signed	**80** new contracts signed	**6** new contracts signed	**No** – 8% of the benchmark was achieved.
Number of workshops held	**3** workshops held	**8** workshops held	**9** workshops held	**Yes – 113%** of the benchmark was achieved.

This activity was implemented during FY 2011, but the redesign of the FSS program was not completed during the fiscal year. OHA did not meet the targeted outcomes, specifically the total number of participants and new participants, due to the fact that the redesign was not completed during the fiscal year. New contracts were limited to FSS participants porting-in from other agencies. The goal of the redesign is to incorporate three elements based on best practices in the field. Specifically, the re-design will include:

1. The enrollment of participants in cohorts: The use of a cohort model will better facilitate the provision of trainings and support for participants in the first six to twelve months of program participation. In addition, cohorts will facilitate the creation of formal and informal social networks that participants rely upon for support and access to information on everything from employment prospects to community-based services.
2. Case management that focuses on the whole family: In terms of family self sufficiency, providing support to the entire family improves outcomes. The contract of participation would still be limited to the head of household but programs and services would be extended to the whole family.
3. Family selection process: OHA will explore a selection process that provides some preference to two groups: families with children and families receiving cash aid, Temporary Assistance to Needy Families (TANF). Providing a focus on families with children is consistent with the statutory goals of the MTW program. The focus on families receiving cash aid is in response to the recent changes to the administration of TANF in California. These changes include reductions in the number of months of continuous aid and increased sanctions for non-compliance.

MTW Activity #10-09: Allocation of PBV Units: No Cap per Development

Description of MTW Activity: Under the existing regulations, housing authorities are limited to project-basing up to 25% of units in a single development. This activity allows OHA to project-base up to 100% of the units in a single development.

Anticipated Impacts: By removing the cap on PBV allocations in a development, OHA is able to leverage additional housing development funds, expand opportunities to provide service enriched housing, and ensure project feasibility in Oakland's high cost market.

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 27
Activity #10-09 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of PBV units awarded above 25% of the total units in a project	**0** units	**75** units	**318** units in FY 2011	**Yes – 424%** of the benchmark was achieved. In FY 2011, 508 PBV units were awarded with 318 units awarded above the 25% cap.

Prior to the implementation of this activity, OHA was only allowed to award PBV to 100% of the units under HUD PBV exception rules (24 CFR 983.56(b)). Otherwise, PBV awards are limited to a cap of 25% of the units in a development. Since implementation in FY 2010, OHA has awarded 1,839 PBVs to units above the 25% cap for a total of 2,573 PBV units. Table 28 provides a breakdown of the PBVs awarded by development. The developments shaded in grey are the PBVs awarded in FY 2011.

Senior Housing

There is an exception to the 25% PBV cap for senior housing developments that allows for awarding PBV assistance to up to 100% of the units in a development. However, if this exception is utilized, then all units in the project must adhere to the Section 8 definition of senior as 62 years or older. All senior projects listed in Table 27 also received tax credit financing from the California Tax Credit Allocation Committee. Projects awarded under this program are allowed to use 55 years and older as the definition of senior. Without this activity, the projects would have had to decide between accessing PBV assistance and utilizing the definition of senior as 55 years and older. By implementing this activity, tax credit senior developments were allowed to utilize the applicable age 55+ standard for senior housing and receive PBV awards for up to 100% of the units at these developments.

Special Needs Housing

OHA also utilized this activity to award 100% PBV assistance at two special needs developments that are currently being developed. These PBV commitments are a critical leveraging component allowing the project to secure necessary financing. When completed, 236 newly created service enriched housing units will be added to the housing stock in Oakland.

Table 28 Number of PBV Units Awarded Above the 25% Cap				
Site Name	**Total Units**	**25% of the Total Units**	**Total PBV Units Awarded**	**PBV Units Awarded Above the 25% Cap**
Senior Housing				
Jack London Gateway - Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	62
6th and Oak Apts (formally Willow Place)	70	17	50	33
Lakeside Senior Apartments	92	23	32	9
Senior Housing Total	*453*	*112*	*329*	*217*
Special Needs Housing				
Jefferson Oaks	102	25	101	76
California Hotel	137	34	135	101
Special Needs Housing Total	*239*	*59*	*236*	*177*
Family Affordable Housing				
Marin Way Apartments (Withdrawn)	0	0	0	0
Drachma Housing (On-going)	14	3	14	11
Oak Point Limited (OPLP)	31	7	15	8
James Lee Court	26	6	12	6
Drasnin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11th and Jackson	98	24	48	24
Cathedral Gardens	100	25	49	24
Marcus Garvey Commons	22	5	10	5
460 Grand	74	18	37	19
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25
Family Affordable Housing Total	*564*	*136*	*355*	*219*
OHA Former Public Housing				
OHA Scattered Sties	1,554	388	1,554	1,166
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
Former Public Housing Total	*1,711*	*427*	*1,653*	*1,226*
Total Units	**2,967**	**734**	**2,573**	**1,839**

Family Affordable Housing

This activity was utilized to award 219 of 355 PBV units committed to ten new family affordable housing sites in FY 2011. The above-cap awards to family development sites ranged from five units over the 25% cap up to 100% of units at a project, depending upon individual project needs. This activity also allowed OHA to preserve two Section 8 Mod Rehab program sites opting-out of expiring contracts and renew them under long-term (15-year) commitments as PBV program developments.

OHA Former Public Housing

At former family public housing scattered sites, units continue to be converted to the PBV program as in-place families with Tenant Protection Voucher assistance move-out. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. Without this activity, PBV awards would be limited by the 25% per project cap. This activity was also utilized for the one-for-one replacement of 99 public housing units taken offline at the Tassafaronga development, which was previously reported under Activity #6 in the FY 2010 MTW Annual Report.

The implementation of this activity has allowed for the award of an additional 1,839 PBV units in FY 2011. Overall, this activity has contributed to the creation and/or preservation of 2,573 PBV assisted units. If these projects were limited to a 25% per project cap, then only 734 units would have been eligible for PBV assistance.

MTW Activity #09-01: Alternative HQS System

Description of MTW Activity: Develop an alternative inspection methodology and frequency for Housing Quality Standards inspections based on a risk assessment system and findings from prior inspections. Properties that are HQS compliant and pass their first inspection are only inspected every two years. Properties that fail on the first inspection remain on the annual inspection schedule. Properties that fail to pass HQS after two inspections will be inspected more frequently and require semi-annual inspections for the next year. After two inspections that pass, the property may be placed back on an annual or biennial inspection schedule.

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

Statutory Objective: Reduce costs and achieve greater cost effectiveness

Measurement & Outcomes:

Table 29
Activity #09-01 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of units inspected	**10,807** units	**6,484** units (40% reduction)	**N/A**	Baseline established in FY 2011.
Number of inspections	**10,807** inspections	**7,609** inspections (30% reduction)	**N/A**	Baseline established in FY 2011.
Cost to perform HQS inspections	**$332,855** to perform HQS inspections	**$234,357** (30% reduction)	**N/A**	Baseline established in FY 2011.

Implementation of this activity began on July 1, 2010. The baselines were revised to reflect the actual results of this implementation year. In addition, the measurement of the number of units inspected was added in order to provide a more complete picture of the activity.

All properties were inspected during the fiscal year. The properties that received a "Pass" score in FY 2011 will not be inspected again until FY 2013 (beginning July 1, 2012). For the period from July 2010 to December 2010, out of the 5,162 units inspected, 2,149 units passed on the first inspection. Based on these results, the benchmark for the number of units inspected was established reflecting a 40% reduction in the number of units to be inspected annually.

Properties that fail two consecutive inspections and come into compliance on the third inspection are scheduled for semi-annual inspections for one year. Thus, while this activity is reducing the number of inspections on properties that are in compliance, it is also increasing the number of inspections on properties that chronically fail to meet HQS. As a result, the benchmark for the number of inspections to be conducted is slightly higher than the number of units to be inspected because some units may be inspected more than once in a year. OHA expects to see a 30% reduction in the number of inspections conducted annually.

The cost to perform the HQS inspections is based on a rate of $30.80 per inspection. Since the cost is tied to the number of inspections, OHA anticipates a 30% reduction in the cost to perform the HQS inspections.

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

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

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

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

Measurement & Outcomes:

Table 30
Activity #09-02 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Amount of short-term subsidy provided	**Zero** prior to implementation	Short-term subsidy funds available to qualified properties	**$130,000** in short-term subsidy funding was made to Slim Jenkins Court.	**Yes – $130,000** in subsidy funding was made available.
Number of units kept in place	**32** units at Slim Jenkins Court	**32** units remained in service	**32** units at Slim Jenkins Court remained in service	**Yes – 100%** of benchmark achieved. OHA preserved and helped redevelop 32 affordable housing units.
Number of families with the option to remain in place	**14** units occupied prior to implementation	**14** units remained occupied	**14** units remained occupied at Slim Jenkins Court	**Yes** – **100%** of benchmark achieved. 14 families were able to remain in-place.
Cost to issue new HCV versus cost to issue subsidy	Cost to issue new HCV (and assist with housing placement) **$132,000**	Cost to issue subsidy **$130,000**	**$2,000** in saving realized over a one year period (in addition to the fact that there was no displacement of extremely low-income residents)	**Yes –** OHA saved **$2,000** in resources as a result of this activity

Increasing Housing Choice

In FY 2009, OHA made commitments of short-term subsidy assistance to two affordable housing developments under this activity, the Oaks Hotel ($133,000) and Slim Jenkins Court ($130,000). Both developments were part of the portfolio of properties owned by Oakland Community Housing, Inc., a nonprofit affordable housing developer that went out of business. The properties were abandoned, at risk of closure, and threatening the subsequent displacement of families.

The short-term subsidy funding for the Oaks Hotel was expended and reported in the FY 2010 MTW Report. The funding provided to the Oaks Hotel helped preserve 85 SRO units and displacement of 78 in place residents. The short-term subsidy program funding committed to Slim Jenkins Court was not expended until FY 2011. OHA provided funding to Slim Jenkins Court in the form of a 12-month interest free loan that could later be converted to a grant. The award was contingent on transfer of ownership to new owners that could redevelop the property and the City of Oakland's allocation of $1.9 million in preservation and rehabilitation funds to the project.

OHA's short-term subsidy commitment help preserve 32 units at Slim Jenkins Court from closure until new ownership was in place and a long-term sustainable strategy to redevelop the building could be developed. The short-term subsidy assistance allowed 14 in-place families to remain at the site and preserved 18 additional vacant units as an affordable housing resource.

Reducing Costs and Achieving Greater Cost Effectiveness

OHA provided the short-term subsidy program funding to Slim Jenkins Court in the form of a loan that could be converted to a grant. OHA required the owner to apply to other sources for funding and if awarded, the $130,000 of short-term subsidy funds was to be repaid to OHA so it could be made available to other projects. The project was not able secure funding from an alternate source so the $130,000 was ultimately converted to a grant.

Three of the 14 in-place families at Slim Jenkins Court were already in the Section 8 program. If the property were to have been shut down, OHA would have had to issue new vouchers to the 11 families left at the abandoned property and assist them in relocating to a new unit. The HAP expense for 11 two-bedroom families is estimated at $1,000 per month x 12 months = $132,000. The dollar savings to OHA over a one-year period was only about $2,000, however the program allowed 32 units overall to be preserved as an affordable housing resource which will be available to low-income families for years to come.

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

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

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

Statutory Objective: Increase housing choices

Measurement & Outcomes:

Table 31
Activity #08-01 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of affordable housing units brought on-line	**0** units	**144** new construction units **303** rehabilitated units in FY 2011	**145** new construction units **101** rehabilitated units in FY 2011	**Yes – 100%** of the benchmark for the new construction units brought on-line was met. **No –** 33% of the benchmark for rehabilitated units was met.

OHA continues to use the Single Fund Flexibility allowed under MTW to provide funding and leverage funds for affordable housing development. There were no affordable housing units placed in service this year. There are three OHA affordable housing developments that are currently under construction. These three developments will result in 101 rehabilitated efficiency units, with 1 on-site manager's unit (Jefferson Oaks); 72 new construction affordable family units (Lion Creek Crossings Phase 4) and 73 new construction affordable senior units (Harrison Street Senior). These units will be placed in service next year. The benchmark for the number of rehabilitated units brought on-line this fiscal year was not met because construction on those additional units is not scheduled to begin until fall 2011, a subsequent fiscal year. These additional units currently under construction will increase the number of affordable housing units available in the community for low-income families.

MTW Activity #07-01: Triennial Income Recertification

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

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

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

Statutory Objective: Reduce costs and achieve greater cost effectiveness

Measurement & Outcomes:

Section 8

Table 32
Activity #07-01 Outcomes: Section 8 Program

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Number of full rent review reexaminations performed	**2,678** full rent reviews (all eligible households for FY 2011)	**883** full rent reviews conducted (67% reduction)	**883** full rent reviews conducted	**Yes – 67% reduction** in the amount of full rent reviews conducted.
Staff time to perform all rent review reexaminations	**2,678** hours based on 2,678 eligible households	**1,475** hours (45% reduction)	**1,475** hours	**Yes** – **45% reduction** in the amount of time to complete all rent review reexaminations.
Labor cost to perform all rent review reexaminations	**$111,940** based on 2,678 eligible households	**$57,985** (48% reduction)	**$57,985**	**Yes – 48% reduction** in costs to complete rent review on all households.

Implementation of this policy began for the March, 2010 annual recertifications. When this activity was first implemented, there were 3,092 households identified as eligible based on their status as elderly and/or disabled and on a fixed income. In FY 2011, the number of eligible households decreased to 2,678 as a result of families increasing their income and becoming ineligible for this activity, terminating from the program, and removing some families that were incorrectly identified as eligible in 2010. The baselines and benchmarks were revised to reflect this change.

Eligible households were divided into three groups of roughly equal size. Every year, one group receives a full rent review while the other two groups have their rent payment updated based on the annual cost of living increase or decrease related to their income subsidy program (a COLA review). The full rent reviews are conducted by Housing Assistance Representatives, while the updates based on COLAs are handled by the Eligibility Technicians. This cycle rotates annually so that every group participates in a full rent review every three years; see Table 33.

Table 33 Section 8 Program Triennial Review Schedule		
Household Group	**Full Rent Review Year**	**Full Rent Review Year**
Group A	2010	2013
Group B	2011	2014
Group C	2012	2015

In FY 2011, staff conducted 883 full rent reviews and 1,795 COLA reviews. This resulted in a reduction of 67% in the amount of full rent reviews that were conducted. The average time to complete a full rent review was based on management estimates. The full rent review includes the time taken to prepare the packet, follow up with residents, and perform data entry. Hourly rate calculations were based on an average of the salary and benefits for the positions described. This activity resulted in a 45% and 48% reduction in the amount of staff time and staff costs respectively. See Table 34 for a breakdown of the number of reviews, staff time, and staff costs associated with this activity.

Table 34 Section 8 Triennial Review Breakdown for FY 2011			
Review Month	**Full Rent Reviews**	**COLA Reviews**	**Total**
July 2010	73	147	220
August 2010	71	144	215
September 2010	68	139	207
October 2010	83	170	253
November 2010	78	158	236
December 2010	74	150	224
January 2011	84	170	254
February 2011	96	196	292
March 2011	74	151	225
April 2011	80	163	243
May 2011	28	57	85
June 2011	74	150	224
Total Number of Reviews	**883**	**1,795**	**2,678**
Hours per Review	1	0.33	
Total Staff Hours for Reviews	**883**	**592**	**1,475**
Staff Cost per Review	$41.80	$35.60	
Total Staff Costs for Reviews	**$36,909.40**	**$21,075.20**	**$57,984.60**

Since this is a rent reform initiative, a hardship policy has been established that states that households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease. In FY 2011, two percent (2%) of eligible participants requested a full rent review. However, the rent reviews were in response to increased medical expenses for these households, rather than a belief that their cost of living adjustment was inaccurate.

Public Housing

Table 35 Activity #07-01 Outcomes: Public Housing Program				
Measurement	**Baseline**	**Benchmark**	**Outcomes**	**Achieved Benchmark?**
Number of full rent review reexaminations performed	**147** full rent reviews (all eligible households for FY 2011)	**49** full rent reviews conducted (67% reduction)	**54** full rent reviews conducted	**No – 63% reduction** in the amount of reexaminations conducted.
Staff time to perform all rent review reexaminations	**441** hours based on 147 eligible households	**196** hours (56% reduction)	**209** hours	**No – 53% reduction** in the amount of time to complete reexaminations.
Labor cost to perform all rent review reexaminations	**$11,025** based on 147 eligible households	**$4,900** (56% reduction)	**$5,213**	**No – 53% reduction** in costs to complete rent review on all households.

This activity was implemented for May, 2009 recertifications for two public housing properties, Oak Grove Plaza North and Oak Grove Plaza South, managed by a third party property management company. When this activity was first implemented, there were 135 households identified as eligible based on their status as elderly and/or disabled and on a fixed income. In FY 2011, the number of eligible households increased to 147 as a result of including eligible families that were inadvertently excluded. The baselines and benchmarks have been revised to reflect this change.

Eligible households were divided into three groups based on the floor they occupied in the building; see Table 36 below. Every year, one group receives a full rent review while the other two groups have their rent payment updated based on the annual cost of living increase or decrease related to their subsidy program (a COLA review). This cycle rotates annually so that every group participates in a full rent review every three years. The Property Manager and Assistant Property Manager conduct the rent reviews.

Table 36 Oak Grove Plaza North & South Triennial Review Schedule		
Household Group	**Full Rent Review Year**	**Full Rent Review Year**
Floors 1 & 2	2009	2012
Floor 3	2010	2013
Floors 4 & 5	2011	2014

In FY 2011, the outcomes fell just short of the established benchmarks. Since the groups have been allocated by floor, not every group has exactly one-third (33%) of the total households. Thus, the benchmarks, which were determined based on a two-thirds reduction (67%), were not reached exactly. However, the results still indicate that this activity has significantly reduced the amount of time and resources allocated to annual reexaminations. This activity resulted in a 63% reduction in the amount of full rent reviews conducted and a 53% reduction in the amount of staff time and costs allocated to completing reexaminations. See Table 37 for an accounting of the number of reviews, staff time, and staff costs associated with this activity.

Table 37 Public Housing Triennial Review Breakdown for FY 2011			
Floor Reviewed	**Full Rent Reviews**	**COLA Reviews**	**Total**
1st Floor	0	20	20
2nd Floor	0	35	35
3rd Floor	0	38	38
4th Floor	27	0	27
5th Floor	27	0	27
Total Number of Reviews	**54**	**93**	**147**
Hours per Review	3	0.5	
Total Staff Hours for Reviews	**162**	**47**	**209**
Staff Cost per Review	$25.00	$25.00	
Total Staff Costs for Reviews	**$4,050.00**	**$1,162.50**	**$5,212.50**

Since this is a rent reform initiative, a hardship policy has been established that states that households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease. In FY 2011, no families requested a full rent review as a result of implementing the triennial reexamination schedule.

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

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

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

Statutory Objective: Reduce costs and achieve greater cost effectiveness

Measurement & Outcomes:

Table 38
Activity #06-01 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Time to tenant a vacant unit	**19** hours per household	**11** hours per household	**11** hours per household	**Yes – 42% reduction** in the amount of time to tenant a vacant unit.
Cost to tenant a vacant unit	**$875** per household	**$500** per household	**$499** per household	**Yes – 43% reduction** in the cost to tenant a vacant unit.

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

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

With the implementation of site-based waiting lists, the process to tenant a vacant unit has been cut down considerably. When people apply for the waiting list, they have the option to apply directly for the properties where they want to reside. Applicants are allowed to apply for multiple

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

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

Description of MTW Activity: Allocate PBV units to developments owned directly or through a partnership affiliated with OHA without using a competitive process.

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

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

Measurement & Outcomes:

Table 39
Activity #06-02 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Cost to develop and issue a Request for Proposal (RFP)	**$7,500** cost to develop and issue one RFP for a competitive process	**$0** cost to develop and issue an RFP without a competitive process	**$0** cost to develop an RFP without a competitive process	**Yes** – OHA saved an estimated **$15,000** by not having to develop and issue 2 RFPs to select and award PBV assistance to 5 projects in FY 2011.
Cost to respond to a RFP	**$4,000** cost to respond to one RFP in a competitive process	**$0** cost to respond to RFP without a competitive process	**$0** cost to respond to an RFP without a competitive process	**Yes –** OHA saved an estimated **$20,000** by not having to prepare 5 project applications in response to a separate PBV RFP.
Number of PBV units allocated for the creation and/or preservation of affordable housing	**0** units	Difficult to determine due to changing nature of development activity	**177** PBV units in FY 2011	**Yes** – **1,986** PBV units have been awarded without the use of a competitive process since this activity was implemented.

Reducing Costs and Achieving Greater Cost Effectiveness

Prior to implementation of this activity, OHA would be required to develop and conduct its own competitive PBV project selection procedure and process, in accordance with 24 CFR 983.51, to select award project-based voucher assistance, regardless of any OHA ownership interest in the project.

The cost associated with issuing a competitive Request for Proposal (RFP) include staff time to conduct the RFP process, development of the RFP packet, public notice, advertising costs, materials costs, and the organization of a selection committee. An accurate determination of the actual direct and indirect costs involved in conducting a PBV specific, competitive RFP cannot be assessed for this activity. However, a reasonable estimate is approximately $7,500 per RFP, based on information from an independent contractor that OHA has worked with in the past to provide similar services. In FY 2011, two RFPs would have been conducted to award

PBVs to five OHA projects selected without a formal competition. This would have cost approximately $15,000 to develop and issue the RFPs for the projects awarded.

In addition, OHA would have had to respond to these RFPs for the projects seeking PBVs. The cost associated with the preparation of individual project applications in response to an RFP is estimated at $4,000 per application, based on information from an independent contractor that OHA has worked with in the past to provide this service. Thus, for the five applications, the total cost to respond to the RFPs would have been an additional $20,000 this year. This reflects a combined total of $35,000 saved by OHA as a result of this policy.

Increasing Housing Choices

Since FY 2006, a total of 13 projects were selected for PBV funding without a competitive process, described in Table 40. OHA has an identity of interest in all of these sites. The projects were not required to independently apply and compete with other projects for PBV assistance. As a result of this activity, these projects were directly presented to the OHA Board of Commissioners for review and approval.

Table 40
Number of PBV Units Awarded without a Competitive Process

Site Name	Number of PBV Units Awarded
FY 2006 - FY 2010	
Tassafaronga Village Phase 1	80
Tassafaronga Village Phase 2	19
Harrison Street Senior Apartments	11
Lion Creek Crossings Phase 2	18
Lion Creek Crossings Phase 3	16
Lion Creek Crossings Phase 4	10
Jefferson Oaks	101
OHA Scattered Sites	1,554
FY 2006 - FY 2010 Total	*1,809*
FY 2011	
Foothill Family Partners	11
460 Grand	37
Cathedral Gardens	49
11th and Jackson	48
Lakeside Senior Apartments	32
FY 2011 Total	*177*
Total PBV Units Awarded	**1,986**

With the exception of the scattered sites, all of these sites were also competitively selected for local funding through the City of Oakland, annual competition for development, preservation or rehabilitation of affordable rental housing funding (see MTW Activity #06-03). Although these projects did get awarded, the implementation of this activity allowed OHA to award the PBVs to the project in advance of receiving notice of the City award. The City Notice of Funding Availability (NOFA) application process might have subjected the project to an additional delay, possibly impacting the projects timeline for completion and ability to secure funding from other resources. This activity allowed OHA projects to efficiently move forward and maximized the

leveraging capabilities of the project. Without the PBV award, the projects could have been significantly delayed or in worst-case scenarios, withdrawn or abandoned because of the inability to secure funding from other sources.

In FY 2011, this activity contributed to the creation and/or preservation of 177 PBV assisted units. Thus far, this activity has contributed to the creation and/or preservation of 1,986 affordable PBV assisted units throughout Oakland.

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

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

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

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

Measurement & Outcomes:

Table 41
Activity #06-03 Outcomes

Measurement	Baseline	Benchmark	Outcomes	Achieved Benchmark?
Cost to develop and issue a Request for Proposal (RFP)	**$7,500** cost to develop and issue one RFP for a competitive process	**$0** cost to utilize an existing competitive process	**$0** cost to utilize an existing competitive process	**Yes** – OHA **saved an estimated $7,500** by utilizing an existing competitive process for the 6 projects awarded.
Number of PBV units allocated for the creation and/or preservation of affordable housing	**0** units	Difficult to determine due to changing nature of development activity	**311** PBV units	**Yes** – **311 PBV units** were awarded using an existing competitive process for a total of **856 PBV units** awarded since implementation.

Reducing Costs and Achieving Greater Cost Effectiveness

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

The costs associated with issuing a competitive RFP includes staff time to conduct the RFP process, development of the RFP packet, public notice, advertising costs, materials costs, and the organization of a selection committee. An accurate determination of the actual direct and indirect costs involved in conducting a PBV specific, competitive RFP cannot be assessed for this activity. However, a reasonable estimate is approximately $7,500 per RFP, based on information from an independent contractor that OHA has worked with in the past to provide similar services. Without this activity, OHA would have spent approximately $7,500 to develop and issue a RFP for the six projects awarded in FY 2011.

This RFP estimate does not include the additional cost borne by the applicant projects that would have had to prepare an additional application in response to a separate OHA RFP for

PBV assistance in addition to the City RFP. The cost to respond to the RFP is estimated at $4,000 per application based on information from an independent contractor that OHA has worked with in the past. Thus, for the six projects awarded in FY 2011, the total cost to the developers to respond to the RFPs would have been an estimated $24,000. This policy not only reduces costs for OHA, but also makes OHA a more attractive partner to developers due to the cost savings and project timeliness achieved.

The implementation of this activity allowed applicant projects to compete for both City of Oakland development resources and PBV funding in one competitive process. If projects were required to separately compete for these two funding sources, there would be no assurance that projects selected for City funding, would also be concurrently selected for a PBV award during the same funding year. This could result in significant project construction delays or in a worst case scenario, a project could be entirely withdrawn or abandoned by the developer because of the inability to secure necessary funding from other sources. Combining the PBV competitive process with the City NOFA is efficient and significantly improves delivery of resources to projects that meet local housing priorities.

Increasing Housing Choice

In FY 2011, six projects requesting a total of 311 PBV units were selected for funding utilizing the City of Oakland's annual competition for development, preservation or rehabilitation of affordable rental housing funding. OHA does not have an identity of interest in any of these developments. The projects listed in this activity do not include the projects discussed above in MTW Activity #06-02. OHA has utilized this competition to award PBVs since the 2005-06 funding round. The projects selected for each funding year are described in Table 42.

Table 42 Number of PBV Units Awarded Using an Existing Competitive Process						
Site Name	**City of Oakland Funding Round:**					
	2005-06	**2006-07**	**2007-08**	**2008-09**	**2009-10**	**2010-11**
Fox Courts	20					
Altenheim Senior Housing Phase I	23					
Madison Apartments	19					
Seven Directions	18					
Orchards on Foothill	64					
Jack London Gateway - Phase II	60					
Foothill Plaza	W/D					
14th St Apartments at Central Station		20				
Altenheim Senior Housing Phase II		40				
St. Joseph's Senior Apartments		83				
Fairmount Apartments			16			
720 East 11th Street			16			
6th and Oak Apts (formally Willow Pl)				50		
Effie's House (Ongoing)				10		
Slim Jenkins Court				11		
Drachma Housing				14		
Marin Way Apartments				W/D		
Oak Point Limited					15	
James Lee Court					12	
Drasnin Manor					25	
St Joseph's Family Apts.					15	
MacArthur Apartments					14	
MacArthur Transit Village Apts.						22
California Hotel						135
Marcus Garvey Commons						10
Kenneth Henry Court						13
Madison Park Apartments						96
Hugh Taylor House						35
Total PBV Units Awarded	**204**	**143**	**32**	**85**	**81**	**311**

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

This activity has contributed to creation and/or preservation of 856 affordable PBV assisted units, which represents the total number of units approved in the 26 developments selected for PBV assistance through the City of Oakland's annual NOFA/RFP process.

Section VII. Sources and Uses of Funding

This section describes the sources and uses of funding included in the consolidated MTW and Special Purpose (Non-MTW) Program Budgets. Actual funding for FY 2011 is compared with budget projections for FY 2011 made at the beginning of the fiscal year.

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

Table 43
FY 2011 Sources and Uses of MTW Funds

	MTW Consolidated	FY 2011 Actual	Variance
Sources			
Rental Income	4,359,099	4,014,377	(344,722)
Subsidy Earned	198,047,070	185,616,391	(12,430,679)
HUD Grants (CFP)	8,468,472	5,690,553	(2,777,919)
Investment Income	200,000	503,218	303,218
Other Revenue	64,352	632,744	568,392
Total Sources	**211,138,993**	**196,457,283**	**(14,681,710)**
Uses			
Administrative	12,163,884	12,235,866	71,982
Tenant Services	1,401,822	2,234,957	833,135
Utilities	1,164,374	1,141,094	(23,280)
Maintenance	1,769,298	2,148,355	379,057
Protective Services	2,930,000	3,253,168	323,168
General	460,156	963,553	503,397
Housing Assistance Payments	149,083,201	138,620,458	(10,462,743)
Capital Expenditures	36,199,164	27,639,281	(8,559,883)
Indirect Cost Allocations	4,327,552	4,327,352	(200)
Central Maintenance Services	2,860,000	4,104,313	1,244,313
Total Uses	**212,359,451**	**196,668,397**	**(15,691,054)**
Surplus (Deficit)	**(1,220,458)**	**(211,114)**	**1,009,344**

Notes:
Sources:

1. Subsidy Earned – HUD overpaid by 2,662 voucher months at a rate of $1,230.20 per voucher month
2. HUD Grants (CFP) – Draw pending site work completion
3. Investment Income – Better than projected
4. Other Revenue – Parking lot revenue and dividends received

Uses:

1. Tenant Services – New department – Family & Community Partnerships
2. Protective Services – Increased staffing
3. General – Increased subsidy to HOPE VI sites
4. HAP – Initial lease up for disposition units slower than projected
5. Central Maintenance Services – Disposition unit rehabilitation

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

Table 44 FY 2011 Sources and Uses of Special Purpose (Non-MTW) Funds			
	Non-MTW Consolidated	**FY 2011 Actual**	**Variance**
Sources			
Rental Income	7,500	368	(7,132)
Subsidy Earned	362,385,424	380,562,692	18,177,268
HUD Grants (CFP)	997,425	5,036,636	4,039,211
Investment Income	125,288	122,248	(3,040)
Other Revenue	4,570,343	4,002,374	(567,969)
Total Sources	**368,085,980**	**389,724,318**	**21,638,338**
Uses			
Administrative	2,149,715	1,716,251	(433,464)
Tenant Services	318,391	22,336	(296,055)
Utilities	0	512	512
Maintenance	0	38,387	38,387
Protective Services	0	0	0
General	9,234,140	9,280,509	46,369
Housing Assistance Payments	352,236,382	370,413,650	18,177,268
Capital Expenditures	822,350	5,036,636	4,214,286
Indirect Cost Allocation	588,336	233,929	(354,407)
Central Maintenance Services	0	0	0
Total Uses	**365,349,314**	**386,742,210**	**21,392,896**
Surplus(Deficit)	**2,736,666**	**2,982,108**	**245,442**

Notes:
Sources:

1. Subsidy Earned – Increase in Fair Market Rents
2. HUD Grants (CFP) – ARRA grant funds expended in FY 2011

Uses:

1. HAP – Increase in Fair Market Rents
2. Indirect Cost Allocation – Due to ARRA funds expended in FY 2011

C. Planned Versus Actual Sources and Uses of the COCC

Table 45 Planned Sources & Uses of the COCC			
SOURCES	**FY 2011 Budget**	**FY 2011 Actual**	**Variance**
Administration	7,233,808	7,937,543	703,735
Maintenance	100,150	197,908	97,758
Utilities	74,400	43,944	(30,456)
General	3,357,719	314,258	(3,043,461)
Total Sources	**10,766,077**	**8,493,653**	**(2,272,424)**
USES			
Salaries	4,655,400	3,692,402	(962,998)
Benefits	1,713,433	2,123,411	409,978
Office Expenses	864,975	2,121,730	1,256,755
Maintenance & Contract Costs	100,150	197,908	97,758
Utilities	74,400	43,944	(30,456)
General Expenses	3,357,719	314,258	(3,043,461)
Total Uses	**10,766,077**	**8,493,653**	**(2,272,424)**
Surplus (Deficit)	**0**	**0**	**0**

Notes:
Sources:

1. Administration – Cost increase due to reorganization
2. General – Unallocated Retirement Post Employment Benefits

Uses:

1. Salaries – Variance due to reorganization
2. Benefits – Allocated portion of Retirement Post Employment Benefits costs
3. Office Expenses – Increase needed for legal services
4. General – Redistribution of estimated Retirement Post Employment Benefits costs

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

OHA utilizes a Cost Allocation Approach.

- OHA developed Asset Management Projects (AMP) as part of a requirement for preparing the Operating Budget.
- A Central Office Cost Center (COCC) budget is recommended but not required.
- OHA has prepared budget for each of the AMPs in addition to a COCC budget. Included in the COCC budgets are the Executive Office, Human Resources, Information Technology, Finance, Contract Compliance and General Services, Property Operations, Program Administration, and the Administration Building.
- A cost allocation plan which is compliant with the Office of Management and Budget A-87 has been prepared in order to allocate the COCC costs to the Agency's programs and properties.

- OHA has a cost allocation method which allows the COCC to allocate monthly to several departments including for example, all the AMPs, Section 8, and Central Maintenance.
- All COCC expenses are reconcilable to the Financial Data Schedule line.

E. List Planned Versus Actual Use of Single Fund Flexibility

Single Fund Budget Flexibility was used to meet many of the OHA's goals under the MTW Program. The sources included in the MTW Single Fund Budget are summarized in Table 43. The primary MTW activities that require Single Fund Budget authority are summarized below by their respective MTW activity number.

Ongoing Activities that utilize Single Fund Budget Flexibility:

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

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

- Fund Public Housing Operations
  - Block granting flexibility has allowed OHA to use funds based on local needs and identified strategies.
- Fund Deferred Maintenance and Capital Improvements at Public Housing Sites
  - Block granting flexibility has allowed OHA to address decades of deferred maintenance at public housing sites due to under-funding of the Capital Funds Program.

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

OHA elects not to include this optional information.

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

OHA elects not to include this optional information.

Section VIII. Administrative

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

1. Public Housing Program

Work Orders

Emergency Work Orders: During FY 2011, in the public housing program, OHA received 64 emergency work orders compared to 173 received in FY 2010. One hundred percent (100%) of the emergency work orders were abated or resolved within 24 hours. The number of the Exigent Health and Safety work orders decreased due to the change in the portfolio composition (as a result of the disposition of 1,615 public housing units), as well as an enhanced inspection schedule that included Uniform Physical Condition Standards inspections, Real Estate Assessment Center (REAC) inspections, and management housekeeping inspections.

Non-Emergency Work Orders: OHA received a total of 2,790 non-emergency work orders in FY 2011 compared to 11,178 non-emergency work orders during FY 2010. The average completion time for a routine work order is 24 days.

REAC Score Improvement

MTW authority has allowed OHA to address years of under funding in the Capital Fund Program through the use of the Single Fund Budget flexibility. This has provided OHA with the opportunity to address deferred maintenance issues, thus minimizing deficiencies and improving REAC scores. As a result, the REAC scores increased from 65.71 in FY 2009 to 86.29 in FY 2010. OHA received an American Recovery and Reinvestment Act (ARRA) award that has been used, in part, to substantially rehabilitate Palo Vista Gardens. With the exception of Palo Vista Gardens, five of the public housing sites received the score higher than 80; the remaining eight sites received a score of 90 or higher. See Table 47 for a list of 2010 REAC scores for each property.

Table 46 2010 REAC Scores by Property		
AMP	**Property**	**Score**
101	Harrison Towers	91
102	Adell Court	94
103	Campbell Village	88
104	Lockwood Gardens	84
105	Oak Grove Plaza North	88
106	Oak Grove Plaza South	95
107	Palo Vista Gardens	70
108	Peralta Villa	94
115	Linden Court	91
117	Mandela Gateway	95
118	Chestnut Court	93
119	Lion Creek Crossings Phase 1 & 2	85
120	Foothill Family	93
123	Lion Creek Crossings Phase 3	83

2. Section 8 Program

A requirement of all completed Housing Quality Standards (HQS) inspection reports is that the owner and tenant signature is captured. In July 2010, OHA upgraded its hardware to ensure that required signatures were captured for all inspections. The previous hardware sporadically captured the required signatures.

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

At this time, OHA is not using outside evaluators to measure the MTW activities. During FY 2012, OHA plans to solicit proposals from outside evaluators through a Request for Proposals process. OHA anticipates working with outside evaluators in FY 2012 to begin a longitudinal study that will measure the impacts of the MTW activities from FY 2012 through FY 2019, one year past the expiration of the current MTW Agreement.

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

See Appendix C.

D. Certification from the Board of Commissioners

See Appendix B.

Appendices

Appendix A. Board Resolution

Appendix B. Certification of Compliance with MTW Statutory Requirements

Appendix C. Performance and Evaluation Report for Capital Fund Activities

Appendix D. Waiting List Demographics Tables

Appendix E. Crosswalk of MTW Activity Number Changes from Previous Report and Plan

Appendix F. Map of OHA Housing Portfolio

Appendix G. Map of Section 8 Vouchers In Use in Oakland at FYE 2011

Appendix H. Glossary of Acronyms

APPENDIX A

Board Resolution

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

On Motion of Commissioner: Janny Castillo

Seconded by Commissioner: Barbara Montgomery

And approved by the following vote:

AYES: Unanimous by Commissioners Hartwig, Montgomery, Castillo, Nagraj

NAYS: 0

ABSTAIN: 0

EXCUSED: Commissioners Hurd, Pitts and Mayne

ABSENT: 0

THE FOLLOWING RESOLUTION WAS ADOPTED: **NUMBER: 4388**

RESOLUTION APPROVING THE FISCAL YEAR 2011
MOVING TO WORK ANNUAL REPORT AND CERTIFICATIONS OF COMPLIANCE

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

WHEREAS, the Oakland Housing Authority adopted the Fiscal Year (FY) 2011 MTW Annual Plan on April 12th, 2010, and subsequently a First Amendment on November 22nd, 2010; and

WHEREAS, the FY 2011 MTW Annual Report provides HUD, OHA residents and community stakeholders with the information necessary to compare OHA's performance over the last year to the agenda OHA set for itself at the beginning of the fiscal year in its FY 2011 Annual Plan; and

WHEREAS, the Board of Commissioners must approve the FY 2011 MTW Report prior to submission to HUD; and

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

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

assisted by the Agency are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration; and

WHEREAS, the FY 2011 MTW Annual Report is in compliance with all HUD regulations and requirements;

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

THAT, the Board of Commissioners approves the Oakland Housing Authority FY 2011 MTW Annual Report; and

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

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2011 MTW Annual Report and Certification of Compliance to the U.S. Department of Housing and Urban Development, and to take all actions necessary to implement the foregoing resolution.

I certify that the foregoing resolution is a full, true and correct copy of a resolution passed by the Commissioners of the Housing Authority of the City of Oakland, California on September 26, 2011.

Secretary/Executive Director

ADOPTED: September 26, 2011 **RESOLUTION NO. 4388**

APPENDIX B

Certification of Compliance with MTW Statutory Requirements

Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority Board of Commissioners approves the submission of the Fiscal Year 2011 MTW Annual Report. The Oakland Housing Authority Board of Commissioners certifies that the Oakland Housing Authority has met the three statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Authority are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration. The FY 2011 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

Oakland Housing Authority:

Moses L. Mayne, Jr.
Chair, Board of Commissioners

9-29-11
Date

APPENDIX C

Performance and Evaluation Reports for Capital Fund Activities

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 8/31/2011

Part I: Summary

PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39S003501-09 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
☒ **Performance and Evaluation Report for Period Ending: 6/30/11** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	875,376		875,376	247,517.78
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement	9,700,000		9,700,000	7,397,877.49
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 08/31/2011

Part I: Summary

PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39S003501-09 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant:2009** **FFY of Grant Approval: 2009**

Type of Grant

☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**

☒ **Performance and Evaluation Report for Period Ending: 6/30/11** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	10,575,376		10,575,376	7,645,395.27
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director **Date** 9/14/11

Signature of Public Housing Director **Date**

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

Part II: Supporting Pages

PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39S003501-09 CFFP (Yes/ No): N Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
CA003000107P	Palo Vista Roof Replacement	1450	100	250,000		142,302.00	142,302.00	
CA003000107P	Palo Vista Window Replacement	1450	100	160,000				
CA003000107P	Palo Vista Exterior Painting	1450	100	150,000				
CA003000107P	Palo Vista Parking Lot Lights	1450	100	20,000		41,500.35	41,500.35	
CA003000107P	Palo Vista Garbage Chutes	1450	100	170,000				
CA003000107P	Palo Vista Metal Railings, Concrete Walkways and Heating System	1450	100	500,000		432,720.00	432,720.00	
CA003000107P	Palo Vista Landscaping	1450	100	1,200,000				
CA003000107P	Palo Vista Interior Enhancements	1450	100	2,000,000		1,686,294.56	1,686,294.56	
CA003000102P	Adell Court Destructive Testing	1450	30	25,000				
CA003000102P	Adell Court Window Replacement	1450	30	80,000				
CA003000102P	Adell Court Fence Replacement	1450	30	100,000				
CA003000102P	Adell Court Siding Replacement	1450	30	260,000				
CA003000102P	Adell Court Site Improvement	1450	30	135,000		533,801.00	533,801.00	
CA003000101P	1621 Harrison St. Hallway Upgrade	1450	101	70,000		79,109.79	79,109.79	
CA003000101P	1621 Harrison St. Hallway Windows Replacement	1450	101	20,000		23,719.71	23,719.71	
CA003000101P	1621 Harrison St. Upgrade Community Room	1450	101	60,000		85,378.50	85,378.50	
CA003000101P	1621 Harrison St. Exterior Painting	1450	101	120,000		163,450.00	163,450.00	
CA003000101P	1621 Harrison St. Emergency Generator	1450	101	80,000				
CA003000104P	Lockwood Gardens Moisture Barrier	1450	372	2,000,000		1,632,397.14	1,632,397.14	

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

[2] To be completed for the Performance and Evaluation Report.

Part II: Supporting Pages

PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39S003501-09 CFFP (Yes/ No): N Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
CA003000103P	Campbell Village Exterior Painting	1450	154	120,000		226,000.00	226,000.00	
CA003000103P	Campbell Village Siding Replacement	1450	154	150,000		277,286.00	277,286.00	
CA003000103P	Campbell Village Parking Lot Repairs	1450	154	110,000				
CA003000103P	Campbell Village Solar Panels	1450	154	100,000				
CA003000105P	Oak Grove Emergency Generator	1450	152	70,000				
CA003000108P	Peralta Villa Exterior Painting	1450	390	790,000		392,000.00	392,000.00	
CA003000108P	Peralta Villa Windows Replacement	1450	390	710,000		1,556,067.20	1,556,067.20	
Authority Wide	Authority Wide Security Enhancement	1450		250,000		125,851.24	125,851.24	
Authority Wide	Administrative	1410		875,376		247,517.78	247,517.78	

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

[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: CA003 **Oakland Housing Authority**	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-09 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2009** **FFY of Grant Approval: 2009**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☒ **Revised Annual Statement (revision no:2)**
☒ **Performance and Evaluation Report for Period Ending: 6/30/2011** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]	1,693,694			
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	846,847			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	225,000	40,497	40,497.34	40,497.34
8	1440 Site Acquisition				
9	1450 Site Improvement	4,950,000	7,378,119	7,378,118.79	7,378,118.79
10	1460 Dwelling Structures		582,031	582,031.00	582,031.00
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures		467,825	467,824.87	467,824.87
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: CA 003 Oakland Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-09 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant:2009** **FFY of Grant Approval: 2009**

Type of Grant

☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☒ **Revised Annual Statement (revision no: 2)**

☒ **Performance and Evaluation Report for Period Ending: 6/30/2011** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)	252,931			
20	Amount of Annual Grant:: (sum of lines 2 - 19)	8,468,472	8,468,472	8,468,472.00	8,468,472.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities	500,000			
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director **Date** 9-16-11

Signature of Public Housing Director **Date**

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

Part II: Supporting Pages

PHA Name: CA003 Oakland Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-09 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Roof Replacement	1450	65	1,200,000	0			
Authority Wide	Interior Enhancements UPCS	1450	650	2,000,000	0			
CA003000104P	Lockwood Gardens Moisture Barrier	1450	372	500,000	0			
CA003000105P	Oak Grove North Elevators Replacement	1450	77	150,000	0			
CA003000106P	Oak Grove South Elevators Replacement	1450	75	250,000	0			
CA003000109P	9500-9510 Sunnyside St. Restoration	1450	15	600,000	0			
Authority Wide	AMP Office Improvements	1450	10	250,000	0			
Authority Wide	Fees and Costs	1430			40,497	40,497.34	40,497.34	
Authority Wide	Non-dwelling Structure Improvements	1470			414,679	414,678.67	414,678.67	
CA003000105P	Oak Grove North Non-dwelling Structure	1470	77		53,146	53,146.20	53,146.20	
CA003000101P	Harrison Towers Site Improvements	1450	101		380,563	380,563.00	380,563.00	
CA003000106P	Oak Grove South Site Improvements	1450	75		5,215	5,215.00	5,215.00	
CA003000109P	AMP 9 Site Improvements	1450	278		1,535,587	1,535,586.75	1,535,586.75	
CA003000110P	AMP 10 Site Improvements	1450	280		1,002,836	1,002,836.44	1,002,836.44	
CA003000111P	AMP 11 Site Improvements	1450	272		983,776	983,775.53	983,775.53	
CA003000112P	AMP 12 Site Improvements	1450	243		1,441,141	1,441,140.87	1,441,140.87	
CA003000113P	AMP 13 Site Improvements	1450	242		834,435	834,435.40	834,435.40	
CA003000114P	AMP 14 Site Improvements	1450	239		1,194,566	1,194,565.80	1,194,565.80	
CA003000103P	Campbell Village Dwelling Structure	1460	154		52,100	52,100.00	52,100.00	

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

[2] To be completed for the Performance and Evaluation Report.

Part II: Supporting Pages

PHA Name: CA003 Oakland Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-09 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2009**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
CA003000107P	Palo Vista Dwelling Structure	1460	100		10,141	10,141.00	10,141.00	
CA003000109P	AMP 9 Dwelling Structure Improvements	1460	278		150,515	150,515.00	150,515.00	
CA003000110P	AMP 10 Dwelling Structure	1460	280		71,883	71,883.00	71,883.00	
CA003000111P	AMP 11 Dwelling Structure	1460	272		68,200	68,200.00	68,200.00	
CA003000112P	AMP 12 Dwelling Structure	1460	243		62,707	62,707.00	62,707.00	
CA003000113P	AMP 13 Dwelling Structure	1460	242		53,095	53,095.00	53,095.00	
CA003000114P	AMP 14 Dwelling Structure	1460	239		113,390	113,390.00	113,390.00	

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

[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: CA003 Housing Authority of the City of Oakland	Grant Type and Number Capital Fund Program Grant No: CA39P003501-10 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2010 FFY of Grant Approval: 2010

Type of Grant
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☒ Revised Annual Statement (revision no:1)
☒ Performance and Evaluation Report for Period Ending: 6/30/2011 ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements		864,327		
4	1410 Administration (may not exceed 10% of line 21)		780,473		
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement	8,224,164	6,579,364		
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: CA003	Grant Type and Number Capital Fund Program Grant No: CA39P003501-10 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant:2010 FFY of Grant Approval: 2010

Type of Grant

☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☒ **Revised Annual Statement (revision no: 1)**

☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	8,224,164	8,224,164		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director **Date** 3-21-2011

Signature of Public Housing Director Stephen Schmeltzer **Date** 3/24/2011

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

Part II: Supporting Pages

PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-10 CFFP (Yes/ No): N Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2010**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
CA003000101P	1619 Harrison St. Site Improvements	1450	100	800,000	800,000			
CA003000101P-108P	Emergency Generators	1450	1297	1,500,000				
CA003000104P	Lockwood Gardens Plumbing Repairs	1450	372	180,000	180,000			
CA003000105P	Oak Grove Norht Site Renovation	1450	77	760,000	760,000			
CA003000106P	Oak Grove South Site Renovation	1450	75	720,000	720,000			
CA003000109P-111P	Building Envelope Program 43 sites	1450	260	3,814,164	3,669,364			
Authority Wide	ADA Units Conversion	1450	10	450,000	450,000			

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

[2] To be completed for the Performance and Evaluation Report

Part II: Supporting Pages		
PHA Name: CA003 Housing Authority of the City of Oakland	**Grant Type and Number** Capital Fund Program Grant No: CA39P003501-10 CFFP (Yes/ No): N Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2010**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	

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

[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Oakland Housing Authority (CA003)	Grant Type and Number Capital Fund Program Grant No: CA39P00350111 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2011 FFY of Grant Approval: 2011

Type of Grant
☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,013,514			
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Oakland Housing Authority (CA003)	**Grant Type and Number** Capital Fund Program Grant No: CA39P00350111 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant:2011** **FFY of Grant Approval: 2011**

Type of Grant

☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**

☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	3,013,514			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date** 7-29-11	**Signature of Public Housing Director**	**Date**

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

Part II: Supporting Pages		
PHA Name: Oakland Housing Authority (CA003)	**Grant Type and Number** Capital Fund Program Grant No: CA39P00350111 CFFP (Yes/ No): Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2011**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	

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

Part II: Supporting Pages		
PHA Name: Oakland Housing Authority (CA003)	**Grant Type and Number** Capital Fund Program Grant No: CA39P00350111 CFFP (Yes/ No): Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2011**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	

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

APPENDIX D

Waiting Lists Demographics Tables

Household Size of Waiting List Applicants

Public Housing					
Household Size	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
1 person	1,482	40.4%	1,516	54.3%	14.0%
2 people	1,363	37.1%	758	27.2%	-10.0%
3 people	718	19.6%	166	5.9%	-13.6%
4 people	105	2.9%	210	7.5%	4.7%
5 people	4	0.1%	101	3.6%	3.5%
6+ people	0	0.0%	40	1.4%	1.4%
Total	3,672	100.0%	2,791	100.0%	
Missing Data	0		0		

Section 8					
Household Size	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
1 person	7,080	69.3%	9,454	41.8%	-27.5%
2 people	1,484	14.5%	6,571	29.1%	14.5%
3 people	1,236	12.1%	3,206	14.2%	2.1%
4 people	327	3.2%	1,575	7.0%	3.8%
5 people	61	0.6%	627	2.8%	2.2%
6+ people	25	0.2%	1,173	5.2%	4.9%
Total	10,213	100.0%	22,606	100.0%	
Missing Data	41		301		

Combined PH, PBV, Tax Credit					
Household Size	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
1 person	1,377	25.7%	60	9.6%	-16.1%
2 people	2,259	42.1%	218	34.8%	-7.3%
3 people	1,145	21.3%	143	22.8%	1.5%
4 people	364	6.8%	142	22.6%	15.9%
5 people	128	2.4%	39	6.2%	3.8%
6+ people	95	1.8%	25	4.0%	2.2%
Total	5,368	100.0%	627	100.0%	
Missing Data	4		0		

All Programs					
Household Size	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
1 person	9,939	51.6%	11,030	42.4%	-9.2%
2 people	5,106	26.5%	7,547	29.0%	2.5%
3 people	3,099	16.1%	3,515	13.5%	-2.6%
4 people	796	4.1%	1,927	7.4%	3.3%
5 people	193	1.0%	767	2.9%	1.9%
6+ people	120	0.6%	1,238	4.8%	4.1%
Total	19,253	100.0%	26,024	100.0%	
Missing Data	45		301		

Family Type of Waiting List Applicants

Public Housing					
Family Type	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Elderly	1,360	37.0%	1,178	42.2%	5.2%
Disabled	206	5.6%	184	6.6%	1.0%
Family Type	2,106	57.4%	1,429	51.2%	-6.2%
Total	3,672	100.0%	2,791	100.0%	

Section 8					
Family Type	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Elderly	1,915	18.7%	3,312	14.5%	-4.2%
Disabled	777	7.6%	2,609	11.4%	3.8%
Family Type	7,562	73.7%	16,986	74.2%	0.4%
Total	10,254	100.0%	22,907	100.0%	

Combined PH, PBV, Tax Credit					
Family Type	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Elderly	155	2.9%	65	10.4%	7.5%
Disabled	326	6.1%	36	5.7%	-0.3%
Family Type	4,891	91.0%	526	83.9%	-7.2%
Total	5,372	100.0%	627	100.0%	

All Programs					
Family Type	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Elderly	3,430	17.8%	4,555	17.3%	-0.5%
Disabled	1,309	6.8%	2,829	10.7%	4.0%
Family Type	14,559	75.4%	18,941	72.0%	-3.5%
Total	19,298	100.0%	26,325	100.0%	

Income Group of Waiting List Applicants

Public Housing					
Income Group	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
0% - 30% AMI	3,144	87.8%	2,570	92.1%	4.3%
31% - 50% AMI	355	9.9%	171	6.1%	-3.8%
51% - 80% AMI	64	1.8%	40	1.4%	-0.4%
Over 80% AMI	17	0.5%	10	0.4%	-0.1%
Total	3,580	100.0%	2,791	100.0%	
Missing Data	92		0		

Section 8					
Income Group	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
0% - 30% AMI	8,165	80.3%	18,328	81.1%	0.7%
31% - 50% AMI	1,794	17.7%	3,487	15.4%	-2.2%
51% - 80% AMI	185	1.8%	595	2.6%	0.8%
Over 80% AMI	18	0.2%	196	0.9%	0.7%
Total	10,162	100.0%	22,606	100.0%	
Missing Data	92		301		

Combined PH, PBV, Tax Credit					
Income Group	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
0% - 30% AMI	4,087	76.6%	401	64.0%	-12.6%
31% - 50% AMI	1,026	19.2%	211	33.7%	14.4%
51% - 80% AMI	211	4.0%	15	2.4%	-1.6%
Over 80% AMI	14	0.3%	0	0.0%	-0.3%
Total	5,338	100.0%	627	100.0%	
Missing Data	34		0		

All Programs					
Income Group	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
0% - 30% AMI	15,396	80.7%	21,299	81.8%	1.2%
31% - 50% AMI	3,175	16.6%	3,869	14.9%	-1.8%
51% - 80% AMI	460	2.4%	650	2.5%	0.1%
Over 80% AMI	49	0.3%	206	0.8%	0.5%
Total	19,080	100.0%	26,024	100.0%	0.0%
Missing Data	218		301		

Race and Ethnicity of Waiting List Applicants

Public Housing					
Race & Ethnicity	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Race					
White	305	8.5%	154	9.8%	1.3%
Black/African American	2,222	62.1%	956	60.8%	-1.3%
American Indian/ Alaskan Native	27	0.8%	15	1.0%	0.2%
Asian	987	27.6%	432	27.5%	-0.1%
Native Hawaiian/ Other Pacific Islander	38	1.1%	14	0.9%	-0.2%
More than 1 race and/or Other	0	0.0%	1	0.1%	0.1%
Total	3,579	100.0%	1,572	100.0%	
Ethnicity					
Hispanic	235	6.6%	99	4.7%	-2.0%
Non-Hispanic	3,311	93.4%	2,019	95.3%	2.0%
Total	3,546	100.0%	2,118	100.0%	
Not Reported Race	93		1,219		
Not Reported Ethnicity	126		673		

Section 8					
Race & Ethnicity	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Race					
White	1,101	11.0%	1,854	9.0%	-2.0%
Black/African American	6,461	64.6%	14,172	68.5%	3.9%
American Indian/ Alaskan Native	197	2.0%	200	1.0%	-1.0%
Asian	2,065	20.7%	3,645	17.6%	-3.0%
Native Hawaiian/ Other Pacific Islander	175	1.8%	276	1.3%	-0.4%
More than 1 race and/or Other	0	0.0%	531	2.6%	2.6%
Total	9,999	100.0%	20,678	100.0%	
Ethnicity					
Hispanic	306	3.0%	3,114	15.6%	12.7%
Non-Hispanic	9,948	97.0%	16,800	84.4%	-12.7%
Total	10,254	100.0%	19,914	100.0%	
Not Reported Race	255		2,229		
Not Reported Ethnicity	0		2,993		

Race and Ethnicity of Waiting List Applicants

Combined PH, PBV, Tax Credit					
Race & Ethnicity	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Race					
White	150	3.4%	12	2.1%	-1.2%
Black/African American	3,524	79.2%	425	75.8%	-3.4%
American Indian/ Alaskan Native	42	0.9%	1	0.2%	-0.8%
Asian	686	15.4%	104	18.5%	3.1%
Native Hawaiian/ Other Pacific Islander	49	1.1%	1	0.2%	-0.9%
More than 1 race and/or Other	0	0.0%	18	3.2%	3.2%
Total	4,451	100.0%	561	100.0%	
Ethnicity					
Hispanic	235	6.6%	45	10.7%	4.1%
Non-Hispanic	3,311	93.4%	374	89.3%	-4.1%
Total	3,546	100.0%	419	100.0%	
Not Reported Race	921		66		
Not Reported Ethnicity	126		208		

All Programs					
Race & Ethnicity	**FYE 2010**	**% of Total FY 2010**	**FYE 2011**	**% of Total FY 2011**	**% Increase/ Decrease**
Race					
White	1,556	8.6%	2,020	8.9%	0.2%
Black/African American	12,207	67.7%	15,553	68.2%	0.5%
American Indian/ Alaskan Native	266	1.5%	216	0.9%	-0.5%
Asian	3,738	20.7%	4,181	18.3%	-2.4%
Native Hawaiian/ Other Pacific Islander	262	1.5%	291	1.3%	-0.2%
More than 1 race and/or Other	0	0.0%	550	2.4%	2.4%
Total	18,029	100.0%	22,811	100.0%	
Ethnicity					
Hispanic	776	4.5%	3,258	14.5%	10.0%
Non-Hispanic	16,570	95.5%	19,193	85.5%	-10.0%
Total	17,346	100.0%	22,451	100.0%	
Not Reported Race	1,269		3,514		
Not Reported Ethnicity	252		3,874		

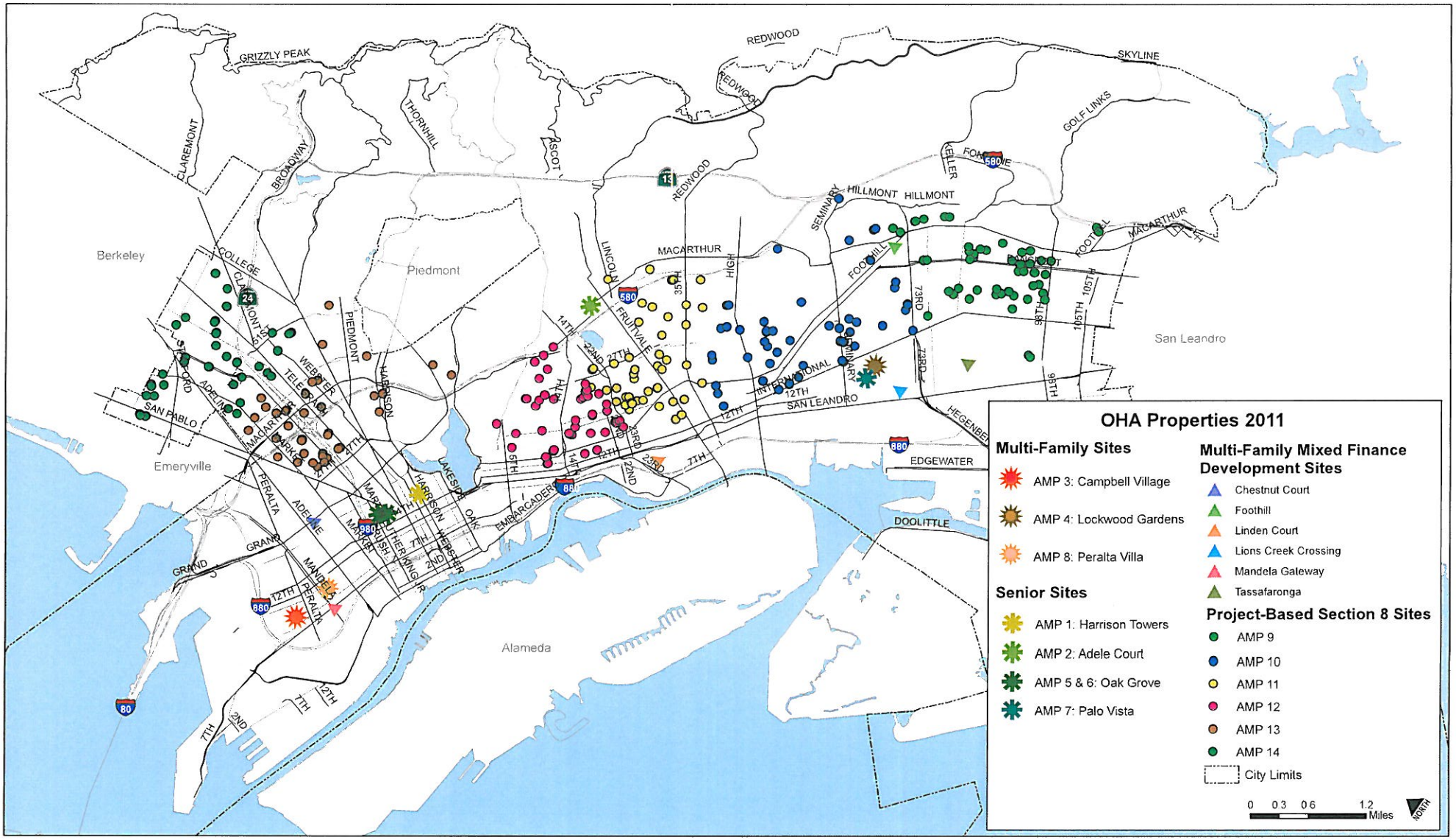
APPENDIX E

Crosswalk of MTW Activity Number Changes from Previous Report and Plan

Crosswalk of MTW Activity Number Changes from Previous Report and Plan			
New Activity #	**FY 2011 Plan Activity #**	**FY 2010 Report Activity #**	**MTW Activity Name**
11-01	1.(proposed)		PBV Occupancy Standards
11-02	2.(proposed)		Standardized Transfer Policy
11-03	3.(proposed)		SRO/ Studio Apartment Project-based Preservation Program
11-04	4.(proposed)		Use of RHF Funds to Develop Non-Public Housing Units
11-05	5.(proposed)		PBV Transitional Housing Programs
10-01	8.	11.	Specialized Housing Programs
10-02	9.	12.	Program Extension for Households Receiving $0 HAP
10-03	11.	14.	Combined PBV HAP Contract for Non-contiguous Sites
10-04	12.	15.	Alternative Initial Rent Determination for PBV Units
10-05	13.	17.	Acceptance of Lower HAP in PBV Units
10-06	14.	18.	Local Housing Assistance Programs
10-07	15.	19.	Disposition Relocation and Counseling Services
10-08	16.	21.	Redesign FSS Program
10-09	10.	13.	Allocation of PBV Units: No Cap per Development
09-01	5.	7.	Alternative HQS System
09-02	7.	9.	Short-Term Subsidy Program
08-01	6.	8.	Fund Affordable Housing Development Activities
07-01	1.	1.	Triennial Income Recertification
06-01	2.	2.	Site-based Waiting Lists
06-02	3.	4.	Allocation of PBV Units: Without Competitive Process
06-03	4.	5.	Allocation of PBV Units: Using Existing Competitive Process

APPENDIX F

Map of OHA Housing Portfolio



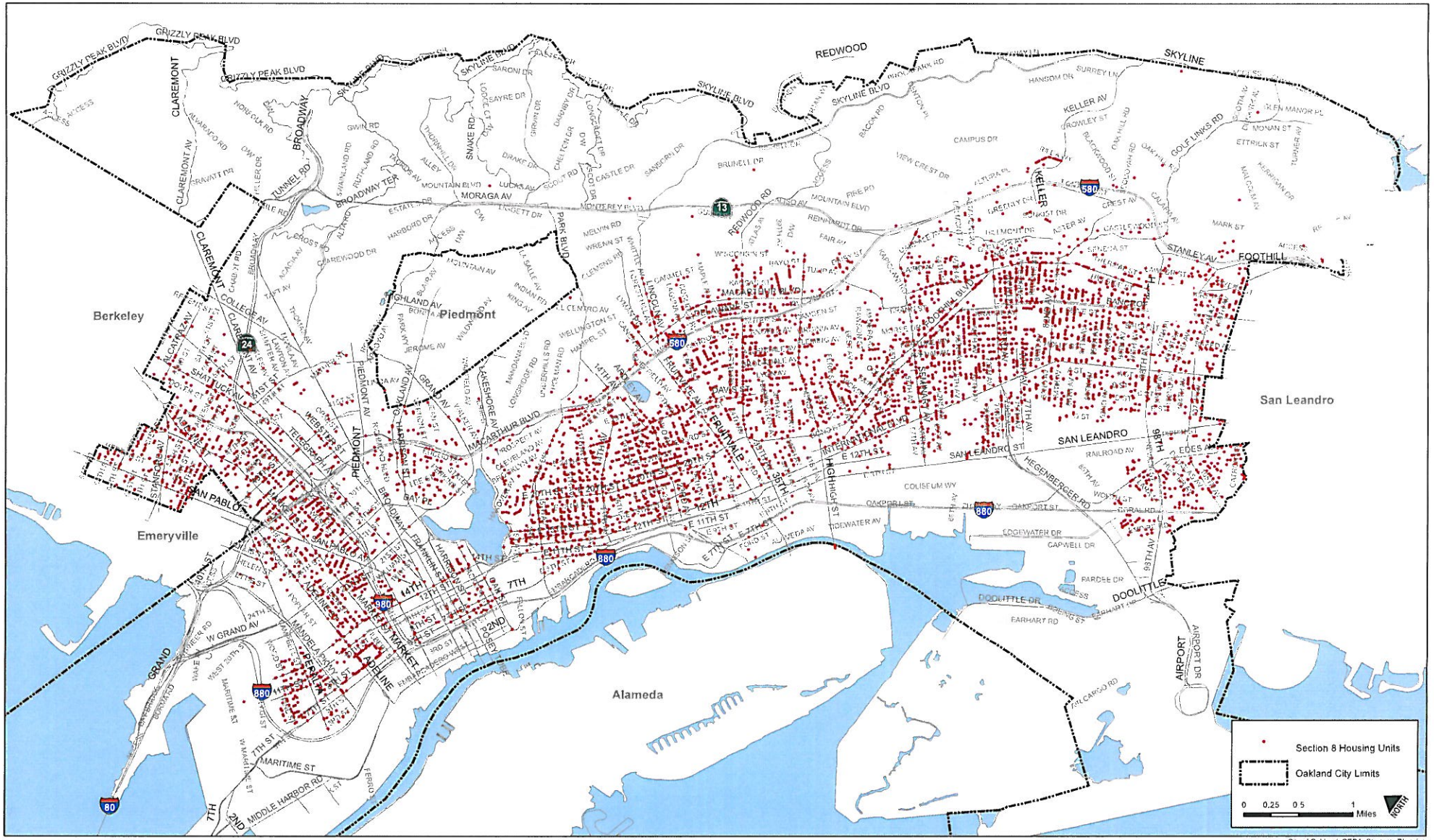
June 2011

OHA Portfolio Sites, 2011

Citywide

APPENDIX G

Map of Section 8 Vouchers In Use in Oakland at Fiscal Year End 2011



Section 8 Housing
City of Oakland

City of Oakland, CEDA, Strategic Planning
August 2011

APPENDIX H

Glossary of Acronyms

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OHA – Oakland Housing Authority.

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

PHA – Public Housing Authority.

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

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

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

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

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

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

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