



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

OFFICE OF PUBLIC AND INDIAN HOUSING

October 17, 2022

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

Subject: Acceptance of FY2021 Annual Moving to Work Report

Dear Ms. Wells:

The Department of Housing and Urban Development has completed its review of the Oakland Housing Authority's FY2021 Annual Moving to Work (MTW) Report, which was initially submitted on September 30, 2021. I am pleased to inform you that OHA's FY2021 Annual MTW Report FY2021 is accepted.

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

Please contact Crystal Mills, MTW Coordinator, at [Crystal.C.Mills@hud.gov](mailto:Crystal.C.Mills@hud.gov) if you have any questions.

Sincerely,

**MARIANNE  
NAZZARO**

Digitally signed by  
MARIANNE NAZZARO  
Date: 2022.10.17 14:39:02  
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Marianne Nazzaro  
Moving to Work Program Director  
Office of Public Housing Investments

cc:

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

# **Making Transitions Work**

## **In a Time of Resilience**

### **ANNUAL REPORT**



Oakland Housing  
Authority

**FISCAL YEAR 2021**  
JULY 1, 2020 – JUNE 30, 2021

**Submitted, September 30, 2021**  
**Accepted, October 17, 2022**

# **Oakland Housing Authority**

## **Fiscal Year 2021 MTW Annual Report**

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# Oakland Housing Authority

## Fiscal Year 2021 MTW Annual Report

### Table of Contents

<a href="#">Section I. Introduction</a>	1
<a href="#">Section II. General Housing Authority Operating Information</a>	5
<a href="#">Table 1: New Project-Based Vouchers (Planned versus Actual)</a>	9
<a href="#">Table 2: Actual Existing Project-Based Vouchers</a>	11
<a href="#">Table 3: Other Changes to the Housing Stock that Occurred</a>	17
<a href="#">Table 4: General Description of Actual Capital Fund Expenditures</a>	18
<a href="#">Table 5: Actual Number of Households Served at FYE</a>	24
<a href="#">Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing</a>	26
<a href="#">Table 7: Actual Waiting List Information</a>	27
<a href="#">Table 8: Actual Changes to Waiting List in Plan Year</a>	28
<a href="#">Table 9: 75% of Families Assisted are Very-Low Income</a>	28
<a href="#">Table 10: Maintain Comparable Mix</a>	30
<a href="#">Table 11: Number of Households Transitioned to Self-Sufficiency</a>	31
<a href="#">Section III. Proposed MTW Activities: HUD Approval Requested</a>	32
<a href="#">Section IV. Approved MTW Activities: HUD Approval Previously Granted</a>	33
<a href="#">Table 12: Approved MTW Activities</a>	33
<a href="#">Table 13: Implemented Activities</a>	37
<a href="#">Activity #17-01 Outcomes</a>	39
<a href="#">Activity #15-01 Outcomes</a>	42
<a href="#">Activity #15-02 Outcomes</a>	45
<a href="#">Activity #14-01 Outcomes</a>	48
<a href="#">Activity #12-01 Outcomes</a>	53
<a href="#">Table 14: Number of PBV Units Awarded above 25% Cap</a>	54
<a href="#">Activity #11-01 Outcomes</a>	57
<a href="#">Activity #11-02 Outcomes</a>	60
<a href="#">Activity #11-03 Outcomes</a>	62
<a href="#">Activity #11-05 Outcomes</a>	65
<a href="#">Activity #10-01 Outcomes</a>	78
<a href="#">Activity #10-02 Outcomes</a>	79

<a href="#"><u>Activity #10-03 Outcomes</u></a>	82
<a href="#"><u>Activity #10-04 Outcomes</u></a>	83
<a href="#"><u>Activity #10-05 Outcomes</u></a>	85
<a href="#"><u>Activity #10-06 Outcomes</u></a>	86
<a href="#"><u>Activity #10-08 Outcomes</u></a>	95
<a href="#"><u>Activity #10-09 Outcomes</u></a>	99
<a href="#"><u>Activity #08-01 Outcomes</u></a>	101
<a href="#"><u>Activity #06-01 Outcomes</u></a>	103
<a href="#"><u>Activity #06-02 Outcomes</u></a>	106
<a href="#"><u>Activity #06-03 Outcomes</u></a>	107
 <a href="#"><u>Table 15: Approved MTW Activities Not Yet Implemented</u></a>	 109
<a href="#"><u>Activity #17-02</u></a>	109
<a href="#"><u>Activity #13-01</u></a>	110
 <a href="#"><u>Table 16: Approved MTW Activities on Hold</u></a>	 112
<a href="#"><u>Activity #10-07</u></a>	112
<a href="#"><u>Activity #-09-01</u></a>	112
<a href="#"><u>Activity #-09-02</u></a>	113
 <a href="#"><u>Section V. Sources and Uses of Funding</u></a>	 114
<a href="#"><u>Table 17: Actual Sources and Uses of MTW Funding</u></a>	119
<a href="#"><u>Table 18: Local Asset Management Plan</u></a>	124
 <a href="#"><u>Section VI. Administrative</u></a>	 125
 <a href="#"><u>Appendices</u></a>	 126
<a href="#"><u>Appendix A. Project-Based Voucher Allocations</u></a>	127
<a href="#"><u>Appendix B. Overview of Other Housing</u></a>	131
<a href="#"><u>Appendix C. Affordable Housing Development Activities</u></a>	133
<a href="#"><u>Appendix D. MTW and Non MTW Housing Stock Inventory</u></a>	135
<a href="#"><u>Appendix E. Glossary of Acronyms</u></a>	137



## Message from the CEO/Executive Director

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FY 2021 proved to be an unprecedented year filled with challenges, opportunities, and learning. As the Oakland Housing Authority (OHA), the nation and the world faced an unrelenting pandemic with multiple waves and variants, focus on systemic inequities, and a traumatic housing crisis, we continued to seek new ways to address those challenges through evidence-based health protocols, innovative and rapid-response programs, and fiscal reprioritization that centers on long-term solvency in an uncertain climate. As we look back on the year in review, it is important that we celebrate OHA's ability to be nimble and pivot to respond to unforeseen circumstances and adapt our operations and policies to produce strong outcomes, while ensuring the health and safety of our staff and the residents who call our communities home.

Key to our success is the strength of our alliances throughout our community. The importance of these partnerships was never more evident than in the last year as we addressed the immense need of our clients and staff, which prompted OHA to engage new partners and expand existing relationships within the City and County, with other local housing authorities, numerous service providers, and our residents and neighbors to produce meaningful outcomes for those who rely on our services and others within OHA's span of impact. Additionally, as a result of our MTW flexibility, OHA was well positioned to assume a leadership role within Alameda County that allowed us to forge and facilitate the essential partnerships needed to deliver housing to extremely vulnerable families using resources allocated through the American Recovery Plan. During the year, the OHA team successfully maintained strong "Prevent the Spread" measures as we performed work tasks. I am proud to report that we did not experience a single COVID-19 incident within the workplace, and we successfully delivered critical housing services to residents, connected scores of people to vaccines, and delivered hundreds of bags of food and goods to individuals and families. **OHA was and is essential.**

Based on the lessons learned over the past year, we have increased insights into our organizational capacity. Furthermore, as we continue to refine our operations, we have reaffirmed confidence in our ability to create housing solutions and embark upon the mountain of work ahead. I would like to take this opportunity to thank our HUD partners, Oakland Mayor Libby Schaaf and the City of Oakland, our Alameda County partners and the Continuum of Care leadership team, the contingent of Bay Area regional housing authorities for their strong partnership with OHA, and importantly, the

dedicated public servants that make up the staff team of OHA who delivered vital services to the Oakland community during an eventful yet productive year.

## Section I. Introduction

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The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2021 Moving to Work Annual Report. As one of 39 original participants and with 41 expansion agencies in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, OHA has the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. As a MTW demonstration participant, OHA uses the flexibility of the program, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, as an opportunity to design its services to address specific and local market conditions and the needs of our residents. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, achieving goals of employment, education, housing stability and self-sufficiency while promoting and supporting strong communities and neighborhoods.

On March 31, 2004, HUD and OHA executed an MTW Demonstration Agreement governing the terms and conditions under which HUD authorized OHA to participate in MTW through March 30, 2011. On February 4, 2009, HUD and OHA executed an Amended and Restated MTW Agreement revising the terms and conditions of the agreement and extending OHA's



participation in the MTW Demonstration Program through June 30, 2018. The FY 2016 Appropriations Act ("the Act"), Section 239 (Public Law 114-113), instructed HUD to extend the existing Agreements with current MTW agencies and expand the MTW demonstration program by an additional 100 high-performing Public Housing Agencies over a period of seven years. The Act also stipulated that a Research

Advisory Committee (RAC) be formed to advise the Secretary of HUD on specific policy proposals and methods of research and evaluation for the demonstration. In May 2016, OHA's Board of Commissioners approved a ten-year extension of the MTW Agreement with HUD, extending the contract through 2028 with the same terms and conditions as authorized by the Act and the MTW Agreement. This extension will allow OHA to continue its localized housing programs with innovations removing barriers to housing for the households served. On January 7, 2021, and May 7, 2021, HUD announced the first two cohorts of expansion MTW agencies evaluating MTW flexibility for smaller public housing authorities and stepped or tired rents. In total, HUD accepted 41 agencies across the two cohorts and recruited two more cohorts during 2021.

In accordance with the MTW Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA's MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget as well as an analysis of changes that occurred during the period between July 1, 2020 and June 30, 2021.



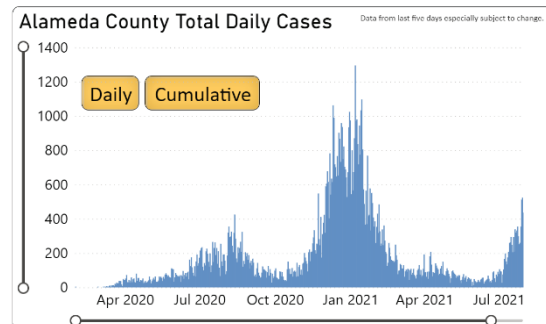
As part of the demonstration, the United States Congress established the following five statutory requirements and three statutory goals for MTW:

Statutory Requirements	Statutory Objectives
<ul style="list-style-type: none"> <li>➤ assist substantially the same total number of eligible low-income families under MTW as would have been served absent the demonstration</li> <li>➤ Maintain a mix of families (by family size) comparable to those they would have served without the demonstration</li> <li>➤ Ensure that at least 75 percent of the families assisted are very low-income</li> <li>➤ Establish a reasonable rent policy to encourage employment and self-sufficiency</li> <li>➤ Assure that the housing the agencies provide meets HUD's housing quality standards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduce costs and achieve greater cost effectiveness in Federal expenditures;</li> <li>➤ Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs, that assist in obtaining employment and becoming economically self-sufficient; and</li> <li>➤ Increase housing choices for low income families</li> </ul>

In compliance with the MTW Agreement, the activities in the FY 2021 MTW Annual Report meet the statutory requirements as well as at least one or more of the statutory objectives. The Report details the overall progress staff made to fully integrate statutory requirements and strategic goals into daily activities to serve as many families as possible within the constraints imposed by the local market.

## FY 2021 Overview

While OHA's FY 2021 MTW Plan proposed to focus on robust, long-term strategies that would increase utilization of Housing Choice Vouchers (HCV) and create data-driven partnerships to expand housing types in Oakland, responding to the coronavirus 2019 (COVID-19) pandemic commanded much of the attention of OHA staff. The surging pandemic at the beginning of the fiscal year caused a shift in priorities to elevate a variety of more immediate and practical outcomes such as ensuring optimal safety for residents and staff, connecting residents with coronavirus-related supports and services, utilizing MTW and HUD issued waivers to meet OHA objectives, and fully leasing the Authority-managed portfolio. The overall impact of COVID intensified the urgency and the need for permanent housing solutions for homeless individuals and families and the FY 2021 MTW Report will demonstrate the effectiveness of OHA's response during the year.



In July 2020, the Alameda County Health Care Services Agency Department of Public Health, the number of positive COVID-19 cases steadily climbed and continued to climb throughout the county during the first quarter of the fiscal year. Just as officials started to get a handle on the number of new cases using strategies such as curfews, mask requirements, and reduced building capacities, nearly every city in the County, including Oakland, saw another rise in cases around November and well into the New Year. OHA leadership, through its COVID Incident Command Team, paid close attention to the undulating patterns evidenced by the OES data, and decided to maintain hybrid working conditions at its administrative buildings and residential properties. Additionally, in the winter and early spring, the Authority sponsored vaccine events first for residents and staff in high risk categories and eventually expanding to all eligible-aged community members. In total, OHA hosted close to a dozen vaccination and community outreach events, which connected hundreds of residents, community members, and staff to vaccines.



In addition to administering an effective COVID prevention and response plan for the Authority, OHA also deployed quick response strategies to assist homeless families through partnerships with the City of Oakland, the Alameda County Health Care Services Agency, and with non-profit providers. By expanding the Sponsor-based Housing Assistance Program (SBHAP) and creating the Building Bridges Key to Home initiative, OHA embraced more than 60 unhoused families with children adding to the overall strength and impact of the local, non-traditional (LNT) MTW programs.

In similar efforts, at end of the year and with the pandemic still presenting significant challenges to public health, HUD allocated new vouchers to housing authorities throughout the country to assist vulnerable individuals and families experiencing or at high risk of homelessness. OHA received an allocation of 515 Emergency Housing Vouchers (EHVs). After receipt of the award, the Executive Director quickly assigned staff to an interdepartmental team to manage and oversee distribution, placement and utilization of EHVs. With the same urgency, OHA staff led the effort to execute a county-wide Memorandum of Understanding (MOU) to memorialize the important, inter-jurisdictional collaboration to lease approximately 864 Emergency Housing Vouchers. By July 2021, OHA drafted and received Board of Commissioners approval to execute a MOU with the Alameda County Continuum of Care and other local area housing authorities to implement the EHV program and was approved to apply MTW waivers to EHVs. OHA took seriously the need to use incentives to encourage strong landlord partnerships, make service and resource connections for families, and address the barriers and physical and psychological burdens of homelessness using MTW and other HUD-sanctioned regulatory waivers. Leasing and fund expenditures for the EHVs occurred in FY 2022.

OHA remains dedicated to providing quality and affordable housing to low income families within Oakland, California. The FY 2021 MTW Annual Report describe the strategies OHA used to fulfill its commitment to increase housing choice and affordability, and how the Authority reached a 97% preliminary baseline number of families served. Information and data collected

on the progress OHA made toward implementing 21 of the 27 approved activities are included in Section IV.

The FY 2021 MTW Annual Plan and Report are available on OHA's website at [www.oakha.org](http://www.oakha.org).

## Section II. General Housing Authority Operating Information

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### A. Housing Stock Information

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

#### Public Housing

The public housing portfolio maintained over 98% occupancy rate overall and staff aggressively pursued applicants on the waitlists to fill any open vacancies. In FY 2021, OHA continued the substantial rehabilitation of Oak Grove North and Oak Grove South - a 151-unit senior housing development comprised of two buildings. There are 76 units in Oak Grove North including a manager's unit and 75 units in Oak Grove South including a manager's unit. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process. At the end of FY 2021, interior rehabilitation at Oak Grove North had been completed and residents had moved back in while exterior work was continuing. At Oak Grove South, interior rehabilitation was in progress and residents were still relocated away from the building.



Harrison Towers

Harrison Towers was also approved for disposition and during FY 2021 continued predevelopment activities. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 have resulted in delays in securing the bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. The revised projected closing date is 4th quarter 2022.

OHA plans on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. During FY 2021, OHA held an initial RAD tenant meeting for Lion Creek Crossing Phases 1-4, which include a total of 157 public housing units that may be converted to project-based vouchers.

## Local, Non-traditional Programs

### Sponsor Based Housing Assistance Program

OHA administered existing programs and continued implementation of new local programs during the FY. Existing programs such as the Sponsor Based Housing Assistance Program (SBHAP), launched in 2010, in partnership with the City and expert providers, offered housing assistance to 1) chronically homeless individuals from encampments, 2) formerly incarcerated individuals recently released from San Quentin prison, and 3) emancipated foster youth exiting the juvenile justice system. This program has the capacity to serve up to a maximum of 100 households per month and OHA averaged 91 households served monthly.

### Parents and Children Together (PACT)

The Parents and Children Together (PACT) program evolved from a program serving primarily mothers exiting the criminal justice system to a citywide family unification program that includes any parent exiting the Santa Rita County Jail system that is enrolled in a reentry program designed and facilitated by the Alameda County Sheriff's Office (ACSO). OHA accepted referrals from the ACSO and provided service-enriched housing to facilitate reuniting parents with their children in stable and safe housing. The program has capacity to serve 20 families per month in a transitional housing environment for 18 months as participants complete the program they started while they were incarcerated. Upon successful completion, they are offered the option to transition into an available OHA managed PBV unit. In FY 2021, OHA served an average of 13 families through PACT.

### Building Bridges

The Building Bridges initiative, which uses partnerships with the City, Alameda County, and experienced community-based organizations to provide housing assistance to underserved populations, continued operations in FY 2021, but experienced some challenges with staff turnover and decreased utilization. Additionally, Oakland's plan to renovate a large site remained on hold due to COVID-19 related delays and shifting priorities. This program seeks to extend and leverage existing support through systems alignment to increase the chance of sustained success and long-term positive outcomes for these families. The **BB SRO** program has a capacity, when all sites are renovated and ready, to serve 289 families through a service-enriched SRO model. The shared housing and transitional housing units are reserved to house veterans, homeless and foster youth. OHA provided a monthly operating subsidy for each occupied bedroom/apartment that is based on a formula whereby OHA pays 75 percent of the rent and the eligible resident pays up to 25 percent of the rent.

The **BB CalWORKs** program is designed to provide local housing assistance for one to two years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing the housing and improving outcomes for families and children. During FY 2021, OHA housed families referred from ACSSA. ACSSA provided wrap around case management services to address employment barriers and assisted participants with access to other necessary community resources. Upon successful program completion, program participants were referred to eligibility screening for a HCV. This program has the capacity to serve up to 50 families per month and in FY 2021, OHA averaged 24 families assisted per month, a 12% increase over FY 2020.



**BB THP+** is a short-term program designed to extend the runway of assistance and help create a pathway to economic stability for people exiting the foster care system. OHA utilized the County of Alameda's 2017 RFP as the competitive selection process to award housing assistance funding to First Place for Youth (FPY). The award of funding resulted in an executed contract between OHA and FPY to provide rental housing assistance for low-income THP+ participants for up to five years. The service provider assists program participants through direct referral. The program capacity can serve up to 50 families per month and in FY 2021 OHA served 25 families per month, a 12% increase over FY 2020.

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

## Development of New Affordable Units



Brooklyn Basin – Vista Estero

During FY 2021, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Projects 1 and 2 at Brooklyn Basin completed construction and leased up adding 211 affordable units, 132 of which are assisted with PBV subsidy. OHA acquired the land and provided a predevelopment loan for 500 Lake Park Avenue, which is planned to be redeveloped with a 53 unit affordable housing building. The Authority previously committed to provide 14 VASH Project-Based Vouchers for the project. See appendix B for an overview of housing developed using mixed financing and low-income housing tax credits (LIHTC). Overall, OHA has developed 2,049 units in mixed finance sites, of which 773 units use only LIHTC and/or no- traditional (public housing or HCV) subsidies.

## Housing Choice Vouchers

The majority of OHA's housing assistance was delivered in the form of a tenant-based voucher. OHA has the capacity to serve 13,107 families through a HCV program, with about 11,441 of those families served using a traditional tenant-based or project-based subsidy. Approximately 101 of the vouchers are reserved for the Family Unification Program, and 85 are reserved for the Non Elderly Disable (NED) program. Additionally, OHA administers approximately 76 vouchers through the HCV homeownership program.

## Project-Based Vouchers

In FY 2021, OHA planned to lease or contract approximately 672 Project-Based Vouchers (PBVs) through a variety of strategies. This includes 307 units (157 planned for completion during the FY) through RAD conversion, 90 through new construction at Brooklyn Basin and 285 on 12<sup>th</sup> Street. The remaining 275 through continued lease up of previously conditionally awarded units, which will include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

During the FY, OHA leased and or contracted 213 of the planned 672 units. The leased and contracted units consist of new construction as well as previously conditionally awarded units, which will include completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

Delays in the lease-up and conversion of existing units at Kenneth Henry Court (15 units) and Sylvester Rutledge Manor (64 units) were due to HQS compliance and eligibility screening. OHA expects to complete this lease-up in FY22. Fruitvale Transit Village IIB (75 units) and 285 12<sup>th</sup> Street (25 units) were delayed due to COVID-19 pandemic, unavailability of tax credit, and delay in securing construction finance loans.

Furthermore, 95<sup>th</sup> and International (27 units), second phase of Acts Cyrene Apartments, which was not planned for FY2021, entered into an Agreement to enter into a Housing Assistance Payment contract during the FY.

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

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

In FY 2021, OHA had 4,462 PBV assisted units under contract as of the beginning of the FY and placed under contract an additional 213 PBVs during the FY, bringing the total under contract to 4,675. OHA's overall allocation of PBVs, which includes conditional awards, the pending disposition of Harrison Senior and units to be converted using RAD is 5,285 (14 are PBV VASH for Lake Park), which is approximately 40 percent of the voucher portfolio. A list of all PBV sites is included in Appendix A.



Table 1. Actual New Project-Based Vouchers					
Project-based for first time during plan year where at least an AHAP is in place by end of plan year					
Property Name	Number of Vouchers Newly Project Based		Status at End of Plan Year **	RAD?	Description of Project
	Planned *	Actual			
Bishop Roy C. Nichols	17	17	Leased	No	The project, located at 1027 60th Street, is a 17-unit building, all one bedroom units. It is a low-rise three-story building with an elevator, a community room and a laundry room built in 2003. The project is specifically set aside for low-income seniors aged 62 plus and with incomes at 45% AMI or less. The project owner, Christian Church Homes (CCH) has over 50 years of experience in developing and managing senior affordable housing. All 17 PBV subsidies will be attached to onebedroom units.
Sylvester Rutledge Manor	64	0	Committed	No	The project, located at 3255 San Pablo Avenue, was built in 2002 for serving low-income seniors aged 55+. It is a low-rise development consisting of 64 one-bedroom units with full kitchens. All 64 PBV subsidies will be attached to one-bedroom units. The PBV subsidies will allow CCH to increase on-site supportive services for both Bishop Roy Nichols and Sylvester Rutledge Manor and lessen the rent burden for low-income seniors at both projects.
Oak Street Apartments	25	25	Leased	No	The project, located at 1109 Oak Street, serves low-income seniors aged 55+. It is a 5-story 39-unit affordable senior housing property with commercial spaces on the ground floor. It is designed as a mixed use project to foster a vibrant community and serves residents of the neighborhood. SAHA provides a part-time service coordinator who helps and advocates for senior residents in navigating the social services system. All 25 PBV subsidies will be attached to studio units.
Eastside Arts and Housing	10	10	Leased	No	Eastside Arts and Housing is a 16 unit affordable housing property located at 2283 International Boulevard in the San Antonio neighborhood of Oakland. The building was built in 1928 and rehabbed in 2006. The ground floor retail spaces house the Eastside Cultural Center. All of the units are filled with light, featuring amenities such as high ceilings, granite countertops, large windows, wood floors, and architectural details such as arched doorways. It is a secure building with intercom, and there is an onsite laundry room.
Kenneth Henry Court	15	0	Committed	No	Kenneth Henry Court is a 51 unit affordable housing property located at 6475 Foothill Boulevard in East Oakland. KHC has been providing permanent affordable housing to the area's residents for over twenty years. The development was in foreclosure due to the closing of Oakland Community Housing, Inc. SAHA acquired the property, performed necessary rehabilitation in 2013, and assumed operations in order to preserve the existing housing and maintain the property as an affordable development and long-term community asset. All of the units are spacious, featuring maple cabinets, and some are townhouse-style units. All of the units have washer and dryer hook ups. Also, the property has a community room, computer room, laundry room, and playground. It also features a secure entrance with intercom, and a security camera system.
Fruitvale Transit Village IIB	75	0	Committed	No	The Fruitvale Transit Village Phase IIB is the third and final phase of the Fruitvale Transit Village, a mixed-use transit oriented development. The project will be a 4 and 5 stories of Type III and Type V construction cover a concrete podium. There will be 180 units of affordable rental housing, a large exterior courtyard over the podium in addition to the interior common spaces. The ground floor will include a 7,200 SF space for a non-profit clinic. The project will be available to families making up to 60% of AMI, and 20% of the units will be set aside for seniors aged over 55 with chronic illness.
Aurora Apartments	43	43	Leased	No	Aurora Apartment is a 44-unit new construction located at 657 W MacArthur Blvd, Oakland. This new community will replace a vacant 1,000 square foot industrial building with 43 PBV Section 8 units of permanent supportive housing for individuals.

Foothill Apartments	21	0	Pending	Yes	Foothill Family Apartments is a 65-unit low-income housing tax credit development with 21 project-based units located at 6946 Foothill Boulevard.. The project contains a total of 65,988 rentable square feet that are located in eleven (11), three-story residential buildings. One of the buildings also contains an approximate 1,300 square feet community room and a management office, while three (3) of the structures have laundry rooms for use by the residents. Of the total 65 subject units, 10 are two bedroom/one bath flats, 22 are two bedroom/one and a half bath townhouses, five (5) are three bedroom/two bath flats, and 28 are comprised of three bedroom/two and a half bath.
Lion Creek Crossing Phases 1, II, III, and IV	157	0	Pending	Yes	Lion Creek Crossings is a five-phase master planned redevelopment project undertaken by the Oakland Housing Authority (OHA) in partnership with the City of Oakland, the Bay Area Rapid Transit District (BART), and the East Bay Asian Local Development Corporation (EBALDC) and The Related Companies of California as the master developers. The 22-acre site was previously a 178-unit public housing development known as Coliseum Gardens and 18 nearby residential and industrial properties owned by various public and private owners.
Mandela Gateway	46	0	Pending	Yes	Mandela Gateway is aa vibrant cmplex of affordable units, townhomes and condos with over 20,000 square feet of retail space, outdoor play area, community spaces, a landscaped town square and many services. It includes 168 one, two, three and four bedroom units and is located across from the West Oakland BART station.
Northgate	14	14	Leased	No	The project, located at 2301 Northgate Avenue, serves low income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property. Resident services are not available on-site but residents have access to RCD's resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.
285 12th Street	25	0	Committed	No	OHA is partnering with the East Bay Asian Local Development Corporation (EBALDC) to construct affordable housing to include 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations.
Brooklyn Basin phase 3 (a.k.a Foon Lok West)	65	65	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Linden Court	38	0	Pending	Yes	Linden Court contains units and 39 units with project-based subsidies along with a child-care center, retail space and a dedicated center to provide technology and job training to residents.
95th and International	0	27	Committed	No	95th and International, second phase of Acts Cyrene Apartments, is a new construction of 55 affordable housing rental units located 95th and International. The Project is developed by Related Companies of California, LLC which will set aside fourteen units for formerly homeless or at risk of homeless individuals and families.
	672	213	Planned/Actual Total Vouchers Newly Project-Based		
* Figures in the planned column should match the correpsponding Annual MTW Plan					
** Select "status at the end of the Plan Year " from : Committed, Leased/Issued					
*** Pending indicates that although planned to be leased or committed, this did not occur					
Description of Differences between the Planned and Acutal Number of Vouchers Newly Project-Based					
Several projects did not go under HAP or AHAP contract in FY 2021 as projected were delayed due to owner requests, COVID-19 delays, tax credit and construction financing delays and RAD analysis that is still ongoing. The commitment of PBVs at 95 and International was not projected in the FY 2021 plan and this was an oversight.					

## Existing Project-Based Vouchers

Table 2: Actual Existing Project-Based Vouchers					
Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.					
Property Name	Number of Project-Based Vouchers		Status at End of Plan Year*	RAD?	Description of Project
	Planned	Actual			
Mandela Gateway	30	30	Leased/Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Alteheim Senior Housing Phase I	23	23	Leased/Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.
Lion Creek Crossings II	18	18	Leased/Issued	No	The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units.
Madison Apartments	50	50	Leased/Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek Crossing III	16	16	Leased/Issued	No	The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units.
Seven Directions	28	28	Leased/Issued	No	An affordable housing project of 36 units in East Oakland for low-income families. The project was leased up in 2008 with 18 PBV units.
Orchards on Foothill	64	64	Leased/Issued	No	An affordable housing project of 65 units in Lower San Antonio district of Oakland for low-income seniors. The project was leased up in 2008 with 64 PBV units.
Fox Court Apt.	33	33	Leased/Issued	No	An affordable housing project of 80 units in downtown Oakland for low-income /homeless with HIV/AIDS families. The project was leased up in 2009 with 20 PBV units.
Jack London Gateway	60	60	Leased/Issued	No	An affordable housing project of 60 units in West Oakland for low-income seniors. The project was leased up in 2009 with 60 PBV units.
14th St at Central Station	20	20	Leased/Issued	No	An affordable housing project of 99 units in West Oakland for low-income families. The project was leased up in 2007 with 20 PBV units.
Tassafaronga Village Phase I	80	80	Leased/Issued	No	The first phase of Tassafaronga Village project with 137 units in East Oakland for low-income families. The project was leased up in 2010 with 80 PBV units.
Alteheim Senior Housing Phase II	40	40	Leased/Issued	No	The second and final phase of Altenheim Senior Housing project with 81 units for low-income seniors. This phase was leased up in 2010 with 40 PBV units.
Fairmount Apartments	16	16	Leased/Issued	No	An affordable housing project of 31 units in Grand Lake area of Oakland for low-income families and persons with disability. The project was leased up in 2010 with 16 PBV units.
Tassafaronga Village Phase II	19	19	Leased/Issued	No	The second and final phase of Tassafaronga project with 20 units for low-income/homeless with HIV/AIDS families. The project was leased up in 2010 with 19 PBV units.
Harp Plaza	19	19	Leased/Issued	No	An affordable housing project of 19 units in Eastmont district of Oakland for low-income families. The project was leased up in 2010.

Effie's House	10	10	Leased/Issued	No	An affordable housing project of 21 units in Lower San Antonio district of Oakland for low-income families. The project was leased up in 2010.
Drachma Housing	25	25	Leased/Issued	No	A scattered-site affordable housing project of 14 units in West Oakland for low-income families. The project was leased up in 2010.
Foothill Family Partners	11	11	Leased/Issued	No	An affordable housing project of 65 units in Bancroft district of Oakland for low-income families. The project was leased up in 2011.
St. Joseph's Senior Apts	83	83	Leased/Issued	No	An affordable housing project of 84 units in Fruitvale district of Oakland for low-income seniors. The project was leased up in 2011 with 83 PBV units.
OHA Scattered Sites (OAHPI)	1,539	1,539	Committed	No	It is a scattered site public housing disposition project involving 1,539 units for low-income families. The project was assisted with PBV subsidies since 2010.
Lion Creek Crossings IV	10	10	Leased/Issued	No	The 4th phase of Lion Creek Crossings project of 72 units in East Oakland for low-income families. The project was leased up in 2012 with 10 PBV units.
Savoy Phase 1	55	55	Leased/Issued	No	The first phase of the Savoy project of 101 units in downtown Oakland for individuals with special needs. The project was leased up in 2012.
Hugh Taylor House	35	35	Leased/Issued	No	An affordable housing project of 43 units in East Oakland for low-income families. The project was leased up in 2012.
Madison Park Apartments	96	96	Leased/Issued	No	An affordable housing project of 98 units near downtown Oakland for low-income seniors. The project was leased up in 2012.
Merritt Crossing Apts (6 <sup>th</sup> and Oak)	50	50	Leased/Issued	No	An affordable housing project of 70 units near Chinatown Oakland for low-income seniors. The project was leased up in 2012 with 50 PBV units.
720 E 11 <sup>th</sup> Street Apts (aka Clinton Commons)	16	16	Leased/Issued	No	An affordable housing project of 55 units in Eastlake district of Oakland for low-income/homeless with HIV/AIDS families. The project was leased up in 2012 with 16 PBV units.
Harrison Street Senior Housing	11	11	Leased/Issued	No	An affordable housing project of 73 units near downtown Oakland for low-income seniors. The project was leased up in 2012 with 11 PBV units.
Kenneth Henry Court	13	13	Leased/Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.
California Hotel Phases 1 and 2	88	88	Leased/Issued	No	The first and second phase of California Hotel project of 137 units for families of low-income/special needs/homeless/HIV/AIDS. The phase was leased up in 2013 with 88 PBV units.
James Lee Court	12	12	Leased/Issued	No	An affordable housing project of 26 units for low-income families. The project was leased up in 2013.
Savoy Phase 2	46	46	Leased/Issued	No	The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013.
Slim Jenkins Court	11	11	Leased/Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	15	Leased/Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	25	Leased/Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.

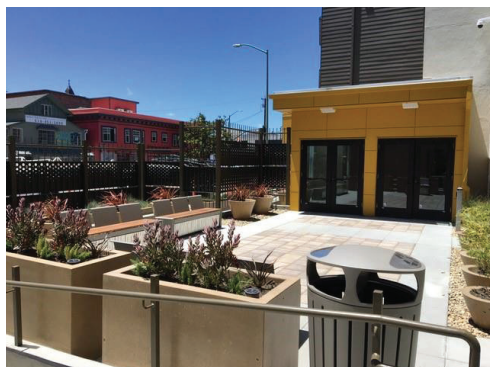
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.
Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
Ave Vista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	35	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	Leased/Issued	No	An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017.
Embark Apartments	61	61	Leased/Issued	No	An affordable housing project of 40 units in North Oakland for low-income/veteran/VASH families. An AHAP for 61 PBV was executed in 2017.
Northgate Apartments	14	14	Leased/Issued	No	The project, located at 2301 Northgate Avenue, serves low income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property. Resident services are not available on-site but residents have access to RCD's resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.
Westlake Christian Terrace West (WCTW)	121	121	Leased/Issued	No	Westlake Christian Terrace West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project
Empyrean	32	32	Leased/Issued	No	The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Leased in Jan. 2019.
Camino 23	26	26	Leased/Issued	No	An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs.
Oak Groves - North and South	152	152	Leased/Issued	No	Two residential buildings in downtown Oakland with 152 units of senior housing, 77 units in Oak Grove South and 75 units in Oak Grove North. Both were built in the early 1980s.

Rosa Park	11	11	Leased/Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.
Adeline St. Lofts	20	20	Leased/Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	13	Leased/Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	10	Leased/Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.
Oak Park Apartments	10	10	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International)	14	14	Leased/Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Hamilton Apartments	92	92	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.
International Blvd. Apartments	18	18	Leased/Issued	No	The project, located at 6600 International Blvd. and 1406 Seminary Avenue, serves individuals and families with disabilities. It is an affordable 30-unit housing development that is within close proximity to public transit. The 18 PBV subsidies will be attached to 6 one-bedrooms, 9 two-bedrooms, and 3 three-bedrooms. Resident services are not available on-site but residents have access to RCD's resident services programs.
Fruitvale Transit Village - Phase IIA	66	66	Leased/Issued	No	An affordable housing project of 94 units in Fruitvale district of Oakland for low-income/VASH families. An AHAP for 66 PBV was executed in 2017.
Courtyards at Acorn	30	27	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
The Town Center	50	50	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
Bishop Roy C. Nicholas	17	17	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	50	Leased/Issued	No	New construction of a 5-story apartment building with 50 units affordable to low-income seniors (aged 62+). The project is at 100% supportive housing development. The project will demolish an existing building and parking to that occupy the site.



Paseo Estero (formerly known as Brooklyn Basin 1)	50	50	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Vista Estero (formerly known as Brooklyn Basin 2)	82	82	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Nova Apartments	56	56	Leased/Issued	No	New construction of 56 affordable units. The project is 100% supportive housing development for extremely low-income at 20% AMI or below and chronically homeless individuals. The project owner will partner with Lifelong Medical Care to provide on-site supportive services.
Aurora Apartments	43	43	Leased/Issued	No	New construction of 43 affordable units which will replace a vacant 1,000 sqf industrial building. The project include permanent supportive housing for individuals currently experiencing homelessness.
Coliseum Place	37	37	Committed	No	An affordable housing project with 37 PBV which will be attached to 9 units for households who homeless or at for homelessness, 6 units for HOPWA eligible households, and 22 units for low income families.
Eastside Arts and Housing	10	10	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland
	4465	4462	Planned vs. Actual Total Existing Project-Based Vouchers		

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



Oak Grove North- New Courtyard

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



Oak Grove North

HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process. At the end of FY 2021, interior rehabilitation at Oak Grove North were completed and residents had moved back in while exterior work was continuing. At Oak Grove South, interior rehabilitation was in progress and residents were still relocated away from the building.

Harrison Towers was approved for disposition and during FY 2021 predevelopment activities continued. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays in securing the bonds and 4% Low Income Housing Tax Credits necessary to finance critical repairs and seismic upgrades to the building. The revised projected closing date is 4th quarter 2022.

OHA plans on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. During FY 2021, OHA held an initial RAD tenant meeting for Lion Creek Crossing Phases 1-4, which include a total of 157 public housing units that may be converted to project-based vouchers pending further analysis.

During FY 2021, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Construction and lease-up was completed for Projects 1 and 2 at Brooklyn Basin adding 211 affordable units, 132 of which are assisted with PBV subsidy. Empyrean Towers finished lease up during FY 2021 by leasing an additional 9 PBV units and 7 low-income tax credit only subsidized units. OHA acquired the land and provided a predevelopment loan for 500 Lake Park Avenue, a planned redevelopment into a 53 unit affordable housing building.

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

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

**Actual Other Changes to MTW Housing Stock in the Plan Year**

In FY 2021, OHA continued the substantial rehabilitation of Oak Grove North and Oak Grove South - a 151-unit senior housing development comprised of two buildings. There are 76 units in Oak Grove North including a manager's unit and 75 units in Oak Grove South including a manager's unit. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. The units in Oak Grove North and South had a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process. At the end of FY 2021, interior rehabilitation at Oak Grove North were completed and residents had moved back in while exterior work was continuing. At Oak Grove South, interior rehabilitation was in progress and residents were still relocated away from the building.

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OHA plans on converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2019-23 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. During FY 2021, OHA held an initial RAD tenant meeting for Lion Creek Crossing Phases 1-4, which include a total of 157 public housing units that may be converted to project-based vouchers pending further analysis.

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## **General Description of Actual Capital Expenditures during the Plan Year**

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2021, OHA expended \$10.8 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Adel Court, Lockwood Gardens and Peralta Village are public housing sites that received capital expenditure funds use for major repairs to the roof and common areas at Adel Court and rehabilitation and modernization projects completed at Lockwood Gardens and Peralta Village.

OHA expended MTW funds for land acquisition at 500 Lake Park, a project in partnership with EAH, planned to include 53 units for low-income families, of which 14 units will receive VASH PBV subsidies, and 3,000 square feet of ground floor commercial space.

OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. At the construction closing, OHA was reimbursed for all of the predevelopment expenses it contributed to assist with the planning and preparations expended while the units were receiving public housing subsidy. As of July 1, 2021, the rehabilitation of Oak Grove North was 99% complete and Oak Grove South was 62% complete with final completion projected for December 2021.



The tax credit compliance period for Lion Creek Crossings Phase I expired on April 27, 2021. OHA purchased the 99% limited partners' interest from MMA Coliseum Gardens LLC (an entity of Boston Financial) for the amount of \$1,000,000 plus title and recording fees.

MTW funds were also used for administrative capital improvement projects including the purchase of computer hardware and software. Laptop computers were purchased to continue an agency-wide upgrade to Windows version 10 and funds were expended on improved network infrastructure and remote security monitoring.

**Table 4: General Description of All Actual Capital Expenditures During the Plan Year**

Narrative general description of all capital expenditures of MTW funds during the Plan Year.

**General Description of All Actual Capital Expenditures During the Plan Year**

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2021, OHA expended \$10.8 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Adel Court, Lockwood Gardens and Peralta Village are public housing sites that received capital expenditure funds use for major repairs to the roof and common areas at Adel Court and rehabilitation and modernization projects completed at Lockwood Gardens and Peralta Village.

OHA expended MTW funds for land acquisition at 500 Lake Park, a project in partnership with EAH, planned to include 53 units for low-income families, of which 14 units will receive VASH PBV subsidies, and 3,000 square feet of ground floor commercial space.

OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. At the construction closing OHA was reimbursed for all of the predevelopment expenses it contributed to assist with the planning and preparations expended while the units were receiving public housing subsidy. As of July 1, 2021, the rehabilitation of Oak Grove North was 99% complete and Oak Grove South was 62% complete with final completion projected for December 2021.

The tax credit compliance period for Lion Creek Crossings Phase I expired on April 27, 2021. OHA purchased the 99% limited partners' interest from MMA Coliseum Gardens LLC (an entity of Boston Financial) for the amount of \$1,000,000 plus title and recording fees.

MTW funds were also used for administrative capital improvement projects including the purchase of computer hardware and software. Laptop computers were purchased to continue an agency-wide upgrade to Windows version 10 and funds were expended on improved network infrastructure and remote security monitoring.



## B. Leasing Information

### Actual Number of Households Served

The FY started with the rental market starting to decrease in cost with the advent of the COVID-19 pandemic and the market continued to decline in both San Francisco and Oakland with an overall decrease of 13% from March 2020 as renters lost jobs and opted out of these expensive locales. This increase in inventory continued to cool prices but as restrictions were lifted and businesses returning to normal, most of the county has seen prices rebound. The Bay Area has proven to be an exception as prices have remained below pre-pandemic levels. With the new delta variant causing uncertainty and



Brooklyn Basin – Aerial View

the re-visiting of restrictions toward the end of the fiscal year, the rental market is fraught with uncertainties. Eviction moratoria to prevent evictions due to COVID-19-related financial hardships were extended and OHA has pursued Emergency Rental Assistance for both its losses and tenant assistance in the HCV program. While OHA saw a modest increase in HCV utilization, primarily due to leasing up of new PBV units, OHA implemented multiple strategies using local non-traditional programs and PBV strategies discussed in [Section II.A.](#) to bolster utilization during the program year.

OHA achieved an increase over the previous year by serving approximately 97 percent of the number of families possible through all MTW programs, which while an improvement is still slightly short of the planned 98%. The projected number of households served was 13,815 and OHA exceeded this goal by serving 13,895 families. Reasons for the increase are higher number of families served in the public housing and HCV programs exceeding projections by 7% and 2% respectively. The completion of Brooklyn Basin projects 1 and 2 described in activity contributed an additional 132 new units with PBV subsidies to increase families served through the HCV program. The actual leasing outcomes and the number of families served by each program detailed below demonstrate OHA's focus on employing traditional tools as well as its commitment to developing new strategies to ensure maximizing the families served.

### Public Housing

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained excellent leasing levels. Across the 14 sites, OHA maintained a 98 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,373 families in them each month. This was higher than the amount projected in the Plan because of delays implementing projects to remove units due to continued RAD evaluations (157 units in Lion Creek Crossing) and delays in the Harrison Tower disposition discussed in Section II.

### Local, Non-traditional

OHA continued partnerships with developers and successfully completed construction on Projects 1 and 2 at Brooklyn Basin adding 211 affordable units, 132 of which are assisted with PBV subsidies and 79 assisted through non-traditional subsidies. The 79 units that are assisted with LIHTC eventually will add 79 new families served due to funding affordable housing development activities through activity #08-01 and during FY 2021 an annual average of 12 additional families were served through LIHTC subsidies at Brooklyn Basin. This number is lower than the projected 277 because Empyrean Towers was included in the projected figure and leased earlier than anticipated. We erroneously included the 132 PBV units in this projection and these families are accounted for in the MTW Housing Choice Vouchers families served as they used traditional PBV subsidies. Because construction was completed after the start of the year, the entire allocation of 211 new units were not leased by the end of the FY, but almost all leases were signed.

Participation in OHA local, non-traditional programs (both tenant-based and property-based) remained consistent for long-term existing programs. The number of participants in the Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not meet PBV eligibility standards after disposition due to income restrictions, decreased to 13 families as one participant family elected to move with a tenant-based voucher. Additionally, units were removed from the public housing program due to disposition and there were delays completing renovations and re-leasing these units using voucher subsidies. OHA served an annual average of 69 families through the LHAP-Oak Grove North (OGN) program through the end of the FY.

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

Through the BBSRO program, OHA executed contracts with qualified owners, property managers, and developers in Oakland and provided operating subsidies for in-place service-enriched, single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, foster youth, or other special needs populations. The tenant-based component of BBSRO, served an average of 152 families and the difference in planned versus actual for tenant-based was due primarily to fewer families served in BBSRO than anticipated as the program continued to work through administrative challenges.

The BB-Shared and Transitional program serves similar, high need populations as BBSRO but allows participants to share and transition out of the program. Due to various challenges related to staff turnover, partner challenges related to COVID-19 and administrative issues, the program served 14 families in FY 2021, which was less than projected.

During the FY, OHA increased the number families enrolled through BB-THP+ and served an average of 25 families monthly, an increase of 12% over FY 2020 and over the target benchmark of 20 families. The program suffered from recurring HQS fails and delays in inspections due to the COVID-19 pandemic and landlords being unwilling to make repairs to



remain in the program, but instead preferring to rent to unassisted tenants. Staff turnover in partners also affected the number of referrals.

OHA projected to serve approximately 20 families per month in FY 2021 through the Building Bridges-CalWORKs program and successfully grew the program and served an average of 24 families monthly, an increase of 12% over FY 2020. Challenges to achieving the projected goals were long eligibility screening times and the requirement that participants must stay employed to remain in the program, as some were affected by COVID-19 related layoffs.

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

Building Bridges Key to Home was launched during FY 2021 and successfully served an average of 5 families monthly.

Overall, projected families served for tenant-based local non-traditional programs was 201 and OHA exceeded this projection and served approximately 227 families.

### **Housing Choice Voucher**

During the reporting year, OHA worked diligently to increase voucher utilization using traditional strategies and MTW related strategies. OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program and OHA used the portability restriction activity to limit ports to adjacent communities. OHA also leased or executed contracts for an additional 213 project-based vouchers from its pipeline (132 of these were newly completed units through Brooklyn Basin). Resources were dedicated to coaching participants on being good prospective tenants and how to prepare competitive applications. These methods resulted in OHA exceeding its target of 11,200 households by serving an actual of 11,441 households in the MTW Housing Choice Vouchers program.

OHA continued extensive marketing and rollout of existing owner incentives to retain and recruit new owners and boost utilization. As most of the components of the incentives were active for the entire FY, OHA saw increased results with an average of 129 new landlords recruited (a 24% increase in the prior year), 24 new contracts signed via pre-inspections (an 89% decrease due to shifted priorities to regular inspections during the COVID-19 pandemic) and 127 owners receiving the benefit of vacancy loss payments (a 2% decrease). Owner recognition, education and other services were put on hold with the continued impact of the pandemic, although OHA remained in close contact with its owners during the year. The incentives are discussed in [Section IV, Activity #17-01](#). With the award and acceptance of new Emergency Housing Vouchers through the American Recovery Plan, OHA worked to design new incentives and created a plan to pilot those incentives with these vouchers for future rollout to the larger HCV program based on their success.

### **Project-based Voucher**

In FY 2021, OHA planned to lease or contract approximately 672 Project-Based Vouchers (PBVs) through a variety of strategies. This includes 307 units (157 planned for completion during the FY) through RAD conversion, 132 through new construction at Brooklyn Basin and

285 12<sup>th</sup> Street and the remaining 275 through continued lease up of previously conditionally awarded units, which included completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY 2017.

During the FY, OHA leased and or contracted 213 of the planned 672 units. The leased and contracted units consisted of new construction as well as previously conditionally awarded units, which completed environmental clearances, HQS inspections and in-place tenant eligibility determinations for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017.

Delays in the lease-up and conversion of existing units at Kenneth Henry Court (15 units) and Sylvester Rutledge Manor (64 units) were attributed to HQS compliance and eligibility screening slow-downs. OHA expects to complete these lease-ups in FY22. Fruitvale Transit Village IIB (75 units) and 285 12<sup>th</sup> Street (25 units) were delayed due to the COVID-19 pandemic, unavailability of tax credit funding, and delays in securing construction finance loans.

Furthermore, 95<sup>th</sup> and International (27 units), the second phase of Acts Cyrene Apartments, which was not planned for FY2021, entered into an Agreement to enter into a Housing Assistance Payment contract during the FY.

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

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

In FY 2021, OHA had 4,462 PBV assisted units under contract as of the beginning of the FY and placed under contract an additional 213 PBVs during the FY, bringing the total under contract to 4,462. OHA's overall allocation of PBVs, which includes conditional awards, the pending disposition of Harrison Senior and units to be converted using RAD is 5,385, which is approximately 40 percent of the voucher portfolio. A list of all PBV sites is included in Appendix A.

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

The Family and Community Partnerships Department (FCP) and the OHA Police Department provided community building events and supportive services and events to further our Education and Employment Initiatives helping families achieve self-sufficiency and life goals. Both East and West Oakland administrative offices typically provide Wi-Fi connected computer labs open to the public and residents to use for job searches, training and educational pursuits, but these were closed for the entire FY due to the COVID-19 pandemic. Most events open to all OHA residents from multiple program types were cancelled due to the COVID-19 pandemic. OHA's typical community food pantries to promote healthy food choices for all and summer lunch programs were curtailed due to the COVID-19 pandemic and replaced with "grab and go" style lunches and food delivery programs for seniors at the large, OHA-managed public housing sites. The World Central Kitchen Lunch Distribution program served approximately 421 non OHA-households. FCP held multiple employment related events for community members seeking employment and these events were attended by 476 non-OHA households. Overall, OHA assisted 897 non-residents with supportive services during the FY.



**Table 5: Actual Number of Households Served**

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

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	15,252	16,476	1,271	1,373
MTW Housing Choice Vouchers Utilized	134,400	137,292	11,200	11,441
Local, Non-Traditional: Tenant-Based	2,412	2,724	201	227
Local, Non-Traditional: Property-Based	13,716	10,248	1,143	854
Local, Non-Traditional: Homeownership	0	0	0	0
<b>Planned/Actual Totals</b>	<b>165,780</b>	<b>166,740</b>	<b>13,815</b>	<b>13,895</b>

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

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

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

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

The differences in planned versus actual families served is primarily due exceeding utilization targets in the public housing and housing choice voucher programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned^^	Actual	Planned^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) - new tax credit units in service as of FY 2020	3,324	144	277	12
Property-Based	Fund Affordable Housing Development Activities (08-01) - Existing Tax credit units in service at beginning of FY 2021	8,088	7,956	674	663
Tenant-Based	Local Housing Assistance Program (10-06)	2,412	2,724	201	227
Property-Based	PBV Transitional Housing Programs (11-05)	684	324	57	27
Property-Based	SRO/Studio Apartment Preservation Program (11-03)	1,620	1,824	135	152
<b>Planned/Actual Totals</b>		<b>16,128</b>	<b>12,972</b>	<b>1,344</b>	<b>1,081</b>

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

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

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Non-residents	75	897

## Discussion of any Actual Issues/Solutions Related to Leasing

### MTW Public Housing

With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized

Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA finished renovations on Oak Grove North and South.

### **MTW Housing Choice Voucher**

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

Other strategies to increase utilization in the HCV program included:

- offering sign on bonuses to recruit new owner participants, (129 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units, (127 owners participated) with an average of 92 days for a unit to be vacant
- prequalifying inspections to expedite the lease up process, (56 inspections performed and 24 contracts executed)
- owner appreciation efforts which normally occur in May were cancelled due to the pandemic, but OHA is exploring ways to recognize owners differently in this new environment
- planning and system modifications to implement the Capital Improvement Loan program continued

OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 213 new units under contract. A full description of OHA's activities to commit and lease PBVs is available in [Section II A – Housing Stock Information](#) and [Appendix B](#).

### **Local, Non-Traditional**

To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing by adding the BB-Key To Home program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burdened this "hard to house" client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability. Additionally, OHA saw partners experience challenges with staff turnover and COVID-19 related leasing delays with procedural changes and issues with units passing HQS inspections.

Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing	
Discussion of any actual issues and solutions utilized in the MTW housing program listed.	
Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	<p>With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA finished renovations on Oak Grove North and South.</p>
MTW Housing Choice Voucher	<p>As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced an increase in utilization as a result of multiple strategies and a softening rental market. OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program to assist applicants present more competitive applications.</p> <p>Other strategies to increase utilization in the HCV program included:</p> <ul style="list-style-type: none"> <li>• offering sign on bonuses to recruit new owner participants, (129 new owners added)</li> <li>• vacancy loss funds to offset delays in re-leasing existing HCV units, (127 owners participated) with an average of 92 days for a unit to be vacant</li> <li>• prequalifying inspections to expedite the lease up process, (56 inspections performed and 24 contracts executed)</li> <li>• owner appreciation efforts which normally occur in May were cancelled due to the pandemic, but OHA is exploring ways to recognize owners differently in this new environment</li> <li>• planning and system modifications to implement the Capital Improvement Loan program continued</li> </ul> <p>OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 213 new units under contract. A full description of OHA's activities to commit and lease PBVs is available in Section II A– Housing Stock Information and Appendix B.</p>
Local, Non-Traditional	<p>To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing by adding the BB-Key To Home program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burdened this "hard to house" client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability. Additionally, OHA saw partners experience challenges with staff turnover and COVID-19 related leasing delays with procedural changes and issues with units passing HQS inspections.</p>

## B. Waiting List Information



**Table 7: Actual Waiting List Information**

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

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year
Housing Choice Voucher: Tenant-Based	Community Wide	2,217	Closed	No
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	367	Closed	No
Housing Choice Voucher: Project-Based - Third Party Managed	Site-Based (Third Party Managed)	45,344	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	350	Closed	No
Public Housing - Third Party Managed	Site-Based (Third Party Managed)	1,739	Yes	Yes
Local Non-Traditional - PACT	Direct Referral - from Program partners - The Alameda County Sheriff's Office (ACSO) provides MOMS and DADS applicants to OHA. Following ACSO program standards, ACSO staff select and refer to OHA those ACSO MOMS and DADS candidates who qualify for minimally supervised transitional housing after completion of a 6-8 week multi-faceted program while in custody including an Individual Case Management Plan (ICM). ACSO referred "applicants" are then screened by OHA Eligibility according to HUD program requirements. ACSO MOMS and DADS applicants who meet HUD program requirements are offered a unit at the OHA PACT Housing program site. Those selected for the OHA Housing Component remain in the ACSO Transitional Case Management Program for 18 months, during which they must comply with the PBV Housing Lease, PBV Program and ACSO Program requirements as well as their ICM.	3	Open	Yes
Local Non-Traditional - SBHAP	Direct Referral -Direct Referral - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.	N/A	No	No
Local Non-Traditional - Building Bridges - SRO	Direct Referral - OHA contracts with various service providers to provide service enriched housing to special needs populations, emancipated foster youth and veterans through it Building Bridges - SRO local non-traditional program. The applicants are submitted by direct referral and OHA performs eligibility screening.	N/A	No	No

Please describe any duplication of applicants across waiting lists:

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

## Actual Changes to Waiting List in the Plan Year

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

## C. Information on Statutory Objectives and Requirements

### 75% of Families Assisted Are Very Low-Income

Approximately, 95 percent of the families in OHA's traditional programs were very low-income, which exceeds the statutory requirement by 20 percent. About 84 percent of the families' served in local, non-traditional programs incomes fall below the very low-income threshold, which amounts to approximately \$68,500 annually for a family of four. Table 9 shows the breakdown of new families admitted into local, non-traditional programs and the corresponding Area Median Income (AMI) range.

Table 9: 75% of Families Assisted are Very Low Income	
HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.	
Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	36
49%-30% Area Median Income	60
Below 30% Area Median Income	138
<b>Total Local, Non-Traditional Households Admitted</b>	<b>234</b>

## Maintain Comparable Mix

As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of

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

**Table 10: Maintain Comparable Mix**

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

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

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

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

N/A

Mix of Family Sizes Served (in Plan Year)					
Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan	Percentage of Households Served in Plan	Percentage Change from Baseline Year to
1 Person	3,863	30%	5,816	42%	12%
2 Person	3,598	28%	3,652	27%	-2%
3 Person	2,473	19%	1,809	13%	-6%
4 Person	1,662	13%	1,405	10%	-3%
5 Person	757	6%	622	5%	-1%
6+ Person	400	3%	390	3%	0%
<b>Total</b>	<b>12,753</b>	<b>100%</b>	<b>13,694</b>	<b>100%</b>	<b>0%</b>

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

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

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

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

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

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

OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 32 households met the requirements for self-sufficiency as defined for each respective activity. OHA continued to explore the definition of self-sufficiency for activities that were not yet implemented or on hold, in order to establish clarity and consistency around the self-sufficiency goals for participant families.

Table 11: Number of Households Transitioned to Self-Sufficiency in the Plan Year		
Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.		
MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
PBV Transitional Housing Programs / 11-05	1	Number of PACT participants that move from the site with the notice of graduation
Alternative Recertification Schedules / 14-01	Due to business system limitations, OHA is unable to measure this metric at this time	Number of families that remain on a triennial or biennial recertification schedule throughout the fiscal year.
Program Extension for Households Receiving \$0 HAP / 10-02	2	Successful Exit during and after the 24 months
PBV Transitional Housing Programs / 11-05 - Building Bridges SRO, Shared and Transitional	29	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	
	32	Total Households Transitioned to Self Sufficiency

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



### **Section III. Proposed MTW Activities: HUD approval requested**

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

## Section IV. Approved MTW Activities: HUD approval previously granted

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

Table 11 provides a list of all approved MTW activities including the year the activity was implemented and the primary statutory objective(s) the activity is intended to accomplish. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 15-01 indicates that the activity was identified and approved in the FY 2015).

<b>Table 12</b> <b>Approved MTW Activities: HUD Approval Previously Granted</b>					
<b>Activity # and Fiscal Year Approved</b>	<b>Fiscal Year Implemented</b>	<b>MTW Activity Name</b>	<b>Description</b>	<b>Statutory Objective(s)</b>	<b>Authorization(s)</b>
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g

14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> <li>• Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households</li> <li>• Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households</li> <li>• Eliminate all deductions and earned income disallowance</li> <li>• Recent increases in income excluded in recertification</li> <li>• Absolute minimum rent of \$25</li> </ul>	-Reduce costs and achieve greater cost effectiveness  -Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7.
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service-enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program,	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b,C.D.4 Attachment D, Section B.2

			which provides transitional service enriched housing to mothers returning from prison to reunite with their children.		
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs), C.D.4
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds

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



## A. Implemented Activities

OHA is currently implementing the following activities:

Table 13 Implemented Activities					
Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7

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

10-09	2010	Altered Minimum Stay Requirement in PBV Units	Altered minimum stay requirement for existing tenants in units that have PBV assistance.	Increase housing choices	Attachment C, Section D.7
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

#### MTW Activity #17-01: Owner Incentives Program

*Year Approved:* 2017

*Year Implemented:* 2017

*Year Amended:* N/A

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



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

- Vacancy loss payments of up to two months-- HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. The average vacancy duration is about 92 days. This is a 33% increase in days vacant from last year, which we attribute to the modification last year of extending the eligibility period from 60 to 180 days, which allowed more owners to benefit from this incentive. Based on average HAP amounts, total average annual costs for OHA to implement vacancy loss payments will range from \$427,264 for vacancy periods of up to 180 days, which is a 21% increase from FY 2020. This component served a decrease of 127 owners down from 129 in FY 2020, which is a decrease of 2%.
- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process and minimize delays or losses due to inspections. Inspections will not be linked to a participant and allow owners up to 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated. In FY 2021, OHA performed 56 expedited unit inspections, which was a decrease of 88% from FY 2020. These resulted in 24 contract activations, which was a decrease of 89% from FY 2020. During FY 2021, OHA suspended expedited inspections since August 2020 due to the COVID-19 pandemic. Resources were shifted to conduct regular move-in inspections and as a result, there was a significant decrease in the number of expedited inspections performed.
- Owner recognition program -- Recognize long-term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long-term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs. In FY 2021, OHA had to cancel its owner recognition program due to Coronavirus.
- New Landlord Incentive Payment – Provides new owner participants a one-time payment of \$500 upon execution of a new HAP contract, and meet other defined eligibility criteria. OHA had 129 new landlords sign up for the program in FY 2021, which is an increase of 24% from FY 2020. OHA paid out \$64,500 in sign on bonuses in FY 2021.
- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6-month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6-month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on the program compliance team in leased housing to pursue any outstanding loan payments.

*Actual Non-Significant Changes:* Planning for the Capital Improvement Payment component continued in FY 2021 and OHA expects to roll this out in FY 2022 as is or may modify it to eliminate the re-payment element after piloting this change with emergency housing vouchers.

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

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

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

<b>Standard OHA Metrics</b>				
<b>Number of New Landlords Recruited by Payment Incentive</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (17% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 129	Yes. OHA greatly exceeded the benchmark.
<b>Standard HUD Metrics</b>				
<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).  Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096	Cost of task after implementation of the activity =(staff salary)* .10 hours * number of files = (\$46.14 * .10) * 800 = \$3,691	Actual cost of task in dollars after implementation of activity = \$46.14* .10 hours * 56 = \$258	Yes.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease)  Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 56 = 5.6 hours	Yes. It was exceeded.
<b>CE #3: Decrease in Error Rate of Task Execution</b>				



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)  Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease) = 15%	Yes.

#### MTW Activity #15-01: Local Area Portability Reform

*Year Approved:* 2015

*Year Implemented:* 2015

*Year Amended:* N/A

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

A hardship policy allows families to move their tenant based vouchers locally under limited circumstances such as the following exceptions:

- Reasonable accommodation for persons with a disability
- Verifiable employment opportunity more than 35 miles from the City of Oakland limits and at least 20 hours per week minimum wage applicable in the state
- Situations covered underneath the Violence Against Women Act (VAWA)
- Participants porting out for education for the head of household and or spouse only will need to show proof of full-time enrollment at a college or university

- Verifiable threat to the physical safety of the family
- OHA port-outs where the receiving Public Housing Authority (PHA) absorbs the voucher
- Port-outs for vouchers that OHA is administering (unabsorbed) due to those vouchers porting in from another PHA
- Declared natural disaster or state of emergency

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

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction. During FY 2021, OHA received a total of 504 requests for portability compared to the baseline of 1,100 total requests which is a drop of 48% in port requests overall and the number of requests has increased slightly over last year. Of the 504 requests received, 273 (54% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2021 many of the neighboring counties that were restricted did not absorb ports. Thirty-two (32) requests to port were denied to a restricted county because the neighboring housing authority did not absorb them.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 78 vouchers ported to neighboring jurisdictions, which have not been absorbed.

Due to the restrictions imposed, the Oakland Housing Authority denied thirty-two (32) requests to port to these jurisdictions. Many of these participants applied for an exception to the portability restriction. While there are efficiencies in lowering the amount of ports being administered, there are significant time expenditures in processing exception requests.

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

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

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

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

<b>Standard HUD Metrics</b>
<b>CE #1: Agency Cost Savings</b>

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).  Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,643 (50% reduction)	Actual cost of task after implementation = \$8,590 (based on 32 rejected requests)	Yes. A cost reduction was achieved.
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)	Actual cost of task after implementation = \$3,661 (78 annual average of ports administered)	Yes. The benchmark was exceeded.
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776 = \$43,410 (57% reduction)	Actual cost of task after implementation = \$8,590 + \$3,661 = \$12,251 (88 % reduction)	Yes. The benchmark was exceeded.
<b>CE #2: Staff Time Savings</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).  Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 504 requests = 756 hours	No.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 78 requests = 78 hours (93% reduction)	Yes. The benchmark was exceeded.

Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = $1,050 + 1,100 = 2,150$ hours	Expected amount of total staff time dedicated to the task after implementation of the activity = $525 + 825 = 1,350$ hours (37% reduction)	Actual amount of total staff time dedicated to the task after implementation of the activity = $756 + 78 = 834$ hours (61% reduction)	Yes. The benchmark was exceeded.
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#### MTW Activity #15-02: Modified Utility Allowance Policy

*Year Approved:* 2015

*Year Implemented:* 2015

*Year Amended:* N/A

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

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

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

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

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

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total average annual cost of task in dollars (decrease).  Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)	Actual cost of task after implementation of the activity = \$9,459,024	Yes.
Total cost of task in dollars (decrease).  Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction)	Actual cost of task after implementation of the activity (in dollars) = \$0 (100% reduction)	Yes. A reduction of 100% was achieved.
Total cost of task in dollars (decrease).  Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 * .05) * 2,904 = \$6,699	Cost of task after to implementation of the activity = Zero (0)	Cost of task after implementation of the activity = (\$46.14*.05)*0= \$0 (100% reduction).	Yes. A reduction of 100% was achieved
<b>Total cost of task in dollars.</b>	<b>Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 + \$6,699 = \$11,415,771</b>	<b>Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction)</b>	<b>Actual cost of task after implementation of the activity = \$9459,024,+ \$0 = \$9,459,024</b>	<b>Yes. A reduction was achieved.</b>
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours  Utility Reimbursement	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909	Expected amount of total staff time dedicated to the task after implementation of the activity =	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 0	Yes. The Benchmark was achieved.



Payment	checks = 145 hours	0 hours * 2,909 checks = 0 hours	checks = 0 hours	
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate in completing a task as a percentage prior to implementation = 5%	Expected error rate in completing a task as a percentage prior to implementation = 1%	Actual error rate in completing a task as a percentage prior to implementation = <.0001%	Yes.
<b>CE #5: Increase in Agency Rental Revenue</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue/total tenant payment in dollars (increase).  Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$4,343,040 (0% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.
Rental revenue/total tenant payment in dollars (increase).  Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)	Public Housing sites have not implemented the activity	
<b>Total rental revenue/total tenant payment in dollars (increase). Public Housing and HCV</b>	<b>Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156</b>	<b>Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase)</b>	<b>Not implemented</b>	
<b>Total rental revenue/total tenant payment in</b>	<b>Total rental revenue prior to implementation of the activity (in</b>	<b>Total expected rental revenue after implementation</b>	<b>Actual rental revenue after implementation of the activity</b>	<b>Yes.</b>

dollars (increase).	dollars) \$4,343,040	of the activity (in dollars) = \$6,565,500 (<1% increase)	(in dollars) = \$9,004,999	
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#### MTW Activity #14-01: Alternative Recertification Schedules

*Year Approved:* 2014

*Year Implemented:* 2014

*Year Amended:* 2017, 2020

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

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

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

*Actual Significant Changes:* No significant changes for this year.

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

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

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).  Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)	Actual cost of task in dollars after implementation of the activity = \$60,719	No. The benchmark was not achieved.
Total cost of task in dollars (decrease).  Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)	Actual cost of task in dollars after implementation of the activity = \$3,710	Yes. The benchmark was exceeded.
Total cost of task in dollars (decrease).  Biennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$146,300	Expected cost of task after implementation of the activity = \$73,150 (50% reduction)	Actual Cost of task in dollars after implementation of the activity = \$198,847	No.
Total cost of task in dollars (decrease).  Biennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)	Not Implemented	
<b>Total cost of task in dollars (decrease).</b>	<b>Cost of task prior to implementation of the activity (in dollars) = \$329,490</b>	<b>Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)</b>	<b>Actual cost after implementation of the activity (in dollars) = \$60,719+\$3,710+\$198,847=\$263,276</b>	<b>No</b>
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Total time to complete the task in staff hours (decrease).  Triennial HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,066	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours (decrease).  Triennial Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 71	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours (decrease).  Biennial HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 3,491	No. The benchmark was not achieved.
Total time to complete the task in staff hours (decrease).  Biennial Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
<b>Total time to complete the task in staff hours (decrease). Public housing and HCV</b>	<b>Total amount of staff time dedicated to the task prior to implementation of the</b>	<b>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650</b>	<b>Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,066+71+3,491=4</b>	<b>Yes.</b>

	activity (in hours) = 9,028 hours	hours (52% reduction)	,628	
<b>CE #5: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of activity = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.
<b>SS #1: Increase in Household Income</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)	Actual average earned income of households affected by this policy after to implementation of the activity (in dollars) = Public Housing: \$17,263 (37% increase) HCV: \$19,938 (28% increase)	Yes
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	Triennial families do not earn income – all sources are fixed. The components of this metric are not currently measured			
(1) Employed Full-Time				

(2) Employed Part-Time	in OHA's business system.		
(3) Enrolled in an Educational Program			
(4) Enrolled in Job Training Program			
(5) Unemployed			
(6) Other-Drug Rehab Counseling			
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown		

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1,500 households (10% decrease)	Actual Number of households receiving TANF after implementation of this activity = 1,318 households	No.

**SS #8: Households Transitioned to Self Sufficiency**

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



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

*Year Approved:* 2012

*Year Implemented:* 2012

*Year Amended:* N/A

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

The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project. Since inception, OHA contributed to the creation and preservation of 4,877 PBV assisted units. If the projects were limited to a 25% cap, only 1,351 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,051 additional units. Table 14 provides a breakdown of the PBVs awarded by development above the 25% cap through FY 2021.

Under the 20% cap, OHA's current baseline would only allow 2,621 vouchers to be project based. Currently, OHA has 4,675 PBVs under contract, so this activity has allowed an additional 2,054 vouchers above the 20% cap.

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

Table 14 Number of PBV Units Awarded Above the 25% Cap				
Site Name	Total Units	25% of the Total Units	Total PBV Units Awarded	PBV Units Awarded Above the 25% Cap
<b>Senior Housing</b>				
Jack London Gateway - Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	77
Merritt Crossing (aka 6th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossings Phase V	128	32	127	95
Camino 23	32	8	26	18
Bishop Roy C. Nicholas	17	4	17	13
Sylvester Rutledge Manor	64	16	64	48
Oak Street Apts	39	9	25	16
Friendship Senior Housing	<u>50</u>	<u>13</u>	<u>34</u>	<u>22</u>
<b>Senior Housing Total</b>	<b>630</b>	<b>144</b>	<b>515</b>	<b>386</b>
<b>Special Needs Housing</b>				
Jefferson Oaks	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes FY15	28	7	11	4
Redwood Hill Townhomes FY16			16	16
Fruitvale Transit Village - Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Rosa Park	11	2	11	9
Eastside Arts & Housing	15	3	10	7
Empyrean	66	16	32	16
Nova Apartments	56	14	56	42
95th and International	55	14	27	13
9th Avenue	<u>15</u>	<u>4</u>	<u>7</u>	<u>3</u>
<b>Special Needs Housing Total</b>	<b>664</b>	<b>163</b>	<b>558</b>	<b>395</b>
<b>Family Affordable Housing</b>				
Mandela Gateway	168			
Drachma Housing (On-going)	14	3	14	11
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasnin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11th and Jackson	71	17	35	18
Cathedral Gardens	100	25	43	18
460 Grand	68	17	34	17
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25

Coliseum Place*	59	14	37	23
Courtyards at Acorn	87	21	30	9
Oak Park Apts	35	8	10	2
Swan Market	18	4	10	6
Hamilton Apts-(Mod Rehab Conv.)	92	23	92	69
Drachma Housing	19	4	11	7
International Blvd Apts	30	7	18	11
Northgate Apts	41	10	14	4
Stanley Avenue Lofts	24	6	13	7
Adeline Street Lofts	38	9	20	11
Westlake Christian Terrace West	200	50	121	71
Seven Directions (add to 18 in-place)	36	9	10	19
Fox Court Apts (add to 20 in-place)	80	20	13	13
Madsion Apts (add to 19 in-place)	78	19	31	31
Kenneth Henry Ct (add to 13 in-place)	51	12	15	16
Aurora Apartments	44	11	43	32
Ancora Place	77	19	31	12
West Grand and Brush	59	15	28	13
34th and San Pablo	60	15	25	10
7th and Campbell	79	20	20	0
3801 MLK	<u>32</u>	<u>8</u>	<u>16</u>	<u>8</u>
285 12th Street	<u>65</u>	<u>16</u>	<u>25</u>	<u>9</u>
<b>Family Affordable Housing Total</b>	<b>1748</b>	<b>427</b>	<b>956</b>	<b>583</b>
<b>OHA Former Public Housing</b>				
OHA Scattered Sties (On going)	1,539	388	1,539	1,166
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	<u>20</u>	<u>5</u>	<u>19</u>	<u>14</u>
<b>Former Public Housing Total</b>	<b>1,696</b>	<b>427</b>	<b>1,653</b>	<b>1,226</b>
<b>Total Units</b>	<b>4,738</b>	<b>1016</b>	<b>3,682</b>	<b>2,590</b>

\*Family and Special Needs

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

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

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

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

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

#### Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	Expected number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 69 units Expected number of PBV units awarded above 20% of total units in voucher program = 100 units	Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 9 units Actual number of PBV units awarded above 20% of total units in voucher program = 0 units	No

#### Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = 100 units	Actual housing units preserved prior to implementation of the activity = 0 units	No.

units reach a specific type of household, give that type in this box.				
<b><i>Increase in Resident Mobility</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households	No. Benchmark was not achieved.
<b><i>Households Assisted by Services that Increase Housing Choice</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = twenty five (25) households	Actual number of households receiving these services after implementation of the activity = 0 households	No.

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

*Year Approved:* 2011

*Year Implemented:* 2011

*Year Amended:* N/A

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

During the FY 2021, no new leases were executed under the Modified PBV occupancy standards. These families would not have qualified for the PBV assisted unit under the Housing Choice Voucher occupancy standard. The outcomes of this activity largely depend on participant families requesting changes to household composition, and as a result, the activity was not utilized as much as expected. OHA plans to use this activity for RAD voucher holders.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households	Number of households losing assistance/moving after implementation of the activity = 0 households (in-place families)	Yes. There were no composition changes that would require a family to relocate to a smaller unit.
<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households (new lease ups)	Yes. (0) New families were able to lease units under the modified occupancy standard and increasing their housing choice.



**Standard OHA Metrics**  
**Additional Units of Housing Made Available**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 5 households	Number of households who qualified for a unit that would not have without this activity = 0 households.	No.

**Units of Housing Preserved**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units Verify	Expected housing units preserved after implementation of the activity = 2 units	Actual housing units preserved after implementation of the activity = 0 units	No.

**Households Assisted by Services that Increase Housing Choice**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	Actual number of households receiving these services after implementation of activity = 0 households are in sites	No.

			with on-site services providers.	
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### MTW Activity #11-02: Standardize Transfer Policy

*Year Approved:* 2011

*Year Implemented:* 2011

*Year Amended:* N/A

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

OHA used the activity in FY 2021 to move fourteen households between public housing and a HCV or PBV due to confidential client emergency transfer or transfer due to a reasonable accommodation.

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

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

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

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

*Challenges in Achieving Benchmarks and Possible Strategies:* OHA experienced challenges monitoring real-time vacancy information for all units across the portfolio in order to complete inter-portfolio transfer needs. OHA and its property management partners use different business systems, which made access to real time unit availability challenging.

### Standard HUD Metrics

<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Actual applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations but will OHA is exploring options for tracking in FY 2022 to allow tracking.)	
<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. Public Housing, PBV and HCV.	Households losing assistance prior to implementation of activity. 25 households	Expected households losing assistance after implementation of activity. 5 households	Actual households losing assistance after implementation of activity. 0 Households.	Yes.
<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation	Expected households able to move to a better unit and/or neighborhood of	Actual households able to move to a better unit and/or neighborhood	No.

(increase).	of the activity = Zero (0) households	opportunity after implementation of the activity = number of inter- program transfers that occur as result (emergencies, RAs) = 15  Shelter Plus Care = 0	of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs, VAWA) = 14  SBHAP = 0	
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#### **HC #7: Households Assisted by Services that Increase Housing Choice**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	Expected households receiving services aimed to increase housing choice after implementation of the activity = 15 households	Actual households receiving services aimed to increase housing choice after implementation of the activity = 14 households	No.

#### **CE #5: Increase in Agency Revenue**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = \$35,201,999	Expected Rental revenue in dollars after implementation of the activity = \$1,500,000	Actual Rental revenue in dollars after implementation of the activity = \$13,475,207.	Yes.

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

*Year Approved:* 2011

*Year Implemented:* 2018

*Year Amended:* N/A

*Description/Impact/Update:* Develop a PBV sub-program to award long-term housing assistance to Single Room Occupancy (SRO) and studio apartment developments. Based on local market

conditions, OHA will extend assistance to programs that provide service enriched housing and those programs that solely provide the housing component given the high need for housing in Oakland.

Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. In FY 2021, OHA continued subsidizing households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges - SRO local program. All providers had existing service enriched single occupancy housing units, which were targeted to serve special needs populations. OHA exceed the benchmark of 135 households served by 17 families in FY 2021 and added St. Mary's Center (Friendly Manor) which has capacity for 22 households.

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

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

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

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

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

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

<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero	Number of households who were prevented from losing assistance/moving after implementation of the activity = Total = zero	Yes.
<b>HC#1: Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = (135) units	Number of housing units of this type after implementation of the activity = 152	Yes.
<b>HC#2: Units of Housing Preserved</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>



Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = (135) units	Number of housing units preserved after implementation of the activity= 152 units	Yes.
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***HC#5: Increase in Resident Mobility***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = (135) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 152 households	Yes.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = (135) households	Number of households receiving these services after implementation of the activity = 152 households	Yes.

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

Year Approved: 2011

*Year Implemented:* 2011

*Year Amended:* N/A

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

### **Parents And Children Together (PACT)**

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



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



Along with the primary program partners Alameda County Sheriff's Office (ACSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, OHA continued to determine the strategic direction and led the multi-partner board to address program improvements. Additions to the program structure included a sober living agreement; an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults. During FY 2021, ASCO continued to use the supportive service provider Family Services Bureau (YFSC) to provide services to program participants in addition to the Family and Community Partnerships department within OHA.



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

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The average earned income for all participant households was \$11,598. While several participants exceeded the average income benchmark, due to low incomes of other participants the average monthly income benchmarks were not achieved. OHA relied on its community partners to provide skill building and job development workshops that helped increase the employability of the PACT participants, and the team referred participants to the Workforce Development initiative within the OHA Family and Community Partnerships Department. Some of the key partnerships and events throughout the FY were:



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

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

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

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

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

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

#### ***Standard HUD Metrics PACT Program HC #5: Increase in Resident Mobility***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 8 households (PACT)	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13 households (2 new admissions)	Yes. The PACT benchmark was exceeded.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 8 households	Number of households receiving these services after implementation of the activity = 13 PACT households	Yes – the benchmark was exceeded.

***Standard OHA Metrics  
Additional Units of Housing Made Available***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 8 households	Average number of households made available after implementation of this activity = 13 PACT households	Yes – the benchmark was exceeded.

<b><i>Increase in Household Income</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = Zero (0)	Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,740 (1040 hours at \$12.25 minimum wage) - PACT	Average earned income of households affected by this policy in dollars = \$11,598(PACT)	No. PACT did not achieve the benchmark.
<b><i>Increase in Household Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$500 in dollars	Amount of savings/escrow of households after implementation of this policy = \$0 dollars	No. This benchmark is not currently measurable, but OHA is exploring redesigning the FSS Program to allow PACT and other local program participants.
<b><i>Increase in Positive Outcomes in Employment Status</i></b>				
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category:				
(1) Employed Full- Time	Number of participants	Number of participants	Number of participants	Yes. Benchmark

	employed at start of program = Zero (0)	employed at during program = Zero (0)	employed at during program = 3	achieved.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 4	Yes. 200% of the benchmark was achieved.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = Three (3)	Number of participants in Educational program during program = 4	Yes. Benchmark was exceeded.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 2	Yes.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program = 9	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab = 0	Number of participants in drug rehab = 0	Number of participants in drug rehab = 12 participants	Yes. Benchmark was exceeded.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
<b>Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance during program = eleven (11)	No.



Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 10 households	Number of households receiving these services after implementation of the activity = 13 households	Yes.
Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	OHA's current business system and partner does not have the capacity to accurately measure this metric. The partner agencies were not obligated to track this information during the fiscal year. OHA will explore a customization to track this information with the business system vendor.			
Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self- sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity =1 Households	No.

## **Building Bridges – Shared and Transitional Housing**

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



### **Operation Dignity (SRO-Transitional)**

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

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

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

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

FIT started serving families through Building Bridges in March 2018.

### **Peter Babcock House (Shared Housing)**

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

### **St. Mary Presentation House (Shared Housing)**

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

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

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

### **City of Oakland – Matilda Cleveland (Transitional Housing)**

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

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

- 75% of clients who are in the program at the end of the contract period or who have exited during the contract period have maintained or increased their income during the program year

MC joined the Building Bridges program in March 2018.

### **St. Mary Closer to Home (Shared Housing)**

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

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

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

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

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

<b>Standard HUD Metrics Building Bridges Program HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 126 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 14 households	No.
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 126 households	Number of households receiving these services after implementation of the activity = 14 households	No.
<b>Standard OHA Metrics</b> <b>Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 126 households	Average number of households made available after implementation of this activity = 14 households	No.
<b>Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = \$0	Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,392	Average earned income of households affected by this policy in dollars \$7,666 (overall) and \$12,425 (average of those with income)	Not overall, but there is a slight increase for those that earn income.
<b>Increase in Household Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$0 in dollars	Amount of savings/escrow of households after implementation of this policy = \$0 dollars	No. This benchmark is not currently measurable, but OHA is exploring with the partners a way to track this information.
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**Increase in Positive Outcomes in Employment Status**

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category:			OHA was unable to track this information in FY 2021 but plans to implement in future FYs.	
(1) Employed Full- Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = 5	Number of participants employed at during program =	
(2) Employed Part- Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program =	
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = One (1)	Number of participants in Educational program during program =	
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program =	
(5) Unemployed	Number of participants unemployed at start of program =	Number of participants unemployed during program	Number of participants unemployed during program =	



	28	= 27		
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =1	Number of participants in drug rehab =	
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
<b>Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance during program = OHA was unable to track this for FY 2021, but is working on implementing for future FYs	
<b>Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 14 households	Number of households receiving these services after implementation of the activity = 32 households	Yes. The benchmark was exceeded.
<b>Reducing Per Unit Subsidy Costs for Participating Households</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars before implementation = Zero	Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = \$908	Actual average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars = \$0 (none of the households transitioned to a traditional subsidy - \$897 is the subsidy amount paid through the local non-traditional program)	No.
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#### ***Households Transitioned to Self Sufficiency***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self- sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity = 29 Households	Yes. The benchmark was greatly exceeded.

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

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

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

In FY 2021, OHA collaborated with community partners that dedicated staff to provide on-site case management and training and operational support funding from the Inmate Welfare Fund. OHA exceeded the expected benchmark by \$302,933 by leveraging \$552,933 from local non-profits and public agencies in salaries and operating costs.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>CE #4: Increase in Resources Leveraged</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Amount leveraged after implementation of the activity (in dollars) = \$250,000	Actual amount leveraged after implementation of the activity = \$552,933	Yes. Benchmark exceeded by \$302,933.

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

*Description/Impact/Update:* Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero (\$0) to remain in the program for up to 24 months before being terminated from the program. The baselines for this activity were set at zero given that existing program regulations require OHA terminate after six months all families that reached the zero HAP status. While OHA planned to reduce the safety net extension from 24 months to 12, due to COVID-19 and shifting priorities, OHA elected to postpone this change. Over the course of the FY, an average of 62 families were in a “zero HAP” status, using the safety net of the additional 18 months on the program to maintain their income stability. Two (2) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 24 months. The outcomes demonstrate that while households were able to benefit from the protections provided under this activity, the majority of families returned to subsidy and did not exit the program to “self-sufficiency” as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families decreased income or modified family composition when faced with exiting the program. This outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory. OHA plans to use this activity for RAD voucher holders.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$47,711 for 109 households	Expected average earned income of households affected by this policy after implementation of the activity (in dollars) = \$47,711 (0% increase)	Actual average income of \$90,645	Yes. It was exceeded by 90%.
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementation of this activity = 11 households	Number of households receiving TANF assistance after implementation of this activity = 5 (45% decrease)	Number of Households receiving TANF = 4 households	Yes.
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household prior to implementation of this policy in dollars = \$995	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0 (100% decrease)	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0	Yes.
<b>SS #7: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average PHA rental revenue/HAP in dollars (increase) for the year	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$0	Actual rental revenue after implementation of the activity (in dollars) = \$9,004,999	Yes.
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the	Number of households transitioned to self sufficiency (self-termination from the program) = Zero (0) families	Number of households transitioned to self sufficiency = 18 families	Actual number of households transitioned to self-sufficiency = 2	No. The benchmark was not achieved.

PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.				
<b>Standard OHA Metrics</b>				
<b>Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency (self-termination from the program) = Zero (0) families	Number of households receiving services aimed to increase self-sufficiency = 0 families	Actual number of households transitioned to self-sufficiency = 0	Yes.

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

*Description/Impact/Update:* Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. The anticipated impacts are to reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts. In FY 2021 OHA did not use this activity.

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

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

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

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



<b>Standard HUD Metrics</b>				
<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$70 (staff salary/hour) * 80 hours = \$5,600	Expected cost of task after implementation of the activity = \$70 * 10 hours = \$700	Task was not used in FY 2021.	N/A
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 10 hours/contract * 8 contracts = 80 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 1 contracts = 10 Hours	Task was not used in FY 2021.	N/A

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

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

**Actual Non-significant Changes:** This activity was not used during FY 2021.

**Actual Changes to Metrics/Data Collection:** OHA did not use this activity in FY 2021 for the disposition of public housing units as anticipated.

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

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

<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 6 AMP areas = \$13,200	Actual cost of task after implementation of the activity = zero	Activity was not used in FY 2021.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours	Actual amount of total staff time dedicated to the task after implementation of the activity = zero	Activity was not used in FY 2021.
<b>HC #2: Units of Housing Preserved</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 500 units preserved	Actual housing units preserved after implementation of the activity = zero	Activity was not used in FY 2021.
<b>HC #4: Displacement Prevention</b>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	Actual households losing assistance/moving after implementation of the activity (number) = Zero (0)	Activity was not used in FY 2021.

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

*Description/Impact/Update:* As a result of disposition, some households may meet the definition of “over-housed” based on differences in the occupancy policies in the public housing and HCV programs. In these situations, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family as opposed to the actual number of bedrooms in the unit. OHA and PBV owners also use this activity to house families in units when there are no families on the waitlist that qualify for the size units that are available. This activity will apply to RAD voucher holders to ensure access to housing for families impacted by disposition and to preserve affordable units for families whose subsidy standards are less than the PBV unit sizes.

This activity was initiated in FY 2010 as a result of the conversion of public housing scattered site units to the PBV program. Families in former public housing scattered sites were allowed to remain in place with TPV assistance, which did not require enforcement of the minimum number of family members per bedroom size, as was the case with PBV units. This activity continues to be used for the former Public Housing sites, and for PBV sites to reduce vacancies when a smaller unit is unavailable and there are no appropriately sized families on the waitlist. In FY 2021, no new families were assisted under this activity.

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

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

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

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

<b>HC #2: Units of Housing Preserved</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 60 units preserved	This activity was not used in FY 2021.	N/A
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). = \$645	Expected average subsidy per household affected by this policy after implementation of the activity = zero (in dollars).	This activity was not used in FY 2021.	N/A
<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	This activity was not used in FY 2021.	N/A

**MTW Activity #10-06: Local Housing Assistance Program**

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Amended:* N/A

*Description/Impact/Update:*

### **LHAP**

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

Originally, 44 households were on this program. During FY 2021, only 13 households remained of the original LHAP families and no families elected to take their voucher and move.

OHA was awarded 141 TPVs for Oak Groves North and South, two senior sites that were approved for disposition previously. However, while there was no loss of housing, OHA did not immediately enroll disposition families into the PBV program. This lapse in subsidy meant that OHA continued to house an average of 69 unsubsidized, low-income families while completing the eligibility screening and HQS inspection process to enter in to a HAP agreement during the FY. These families also were assisted through the local housing assistance program.

### **SBHAP**

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

FPFY supported the young adults in the SBHAP program with a variety of supportive services that focused on education and employment. The goal of the My First Place program was to help

youth access the community resources available to them. Education and Employment Specialists (EES) worked closely with the youth to help them get employment in their chosen field and to gain hands on experience.

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

### **BB-CalWORKs**

The Building Bridges – CalWORKs is designed to provide a stable shallow housing subsidy for 1-2 years for ACSSA clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing housing and improving outcomes for families and children. OHA and ACSSA have a referral process, billing procedures and forms and reporting requirements. ACSSA provides wrap around case management services to address employment barriers and assist with access to other needed community resources. Upon successful program completion, program participants may be referred to eligibility screening for a HCV. During FY 2021, this program served an average of 24 families per month.

### **BB-THP+**

The Building Bridges – Transitional Housing Plus (THP+) program is a short term five-year program for up to 50 participants. The short term assistance payment phases down funding in year four and year five. Roommate living arrangements are allowed. The service provider is responsible for ensuring that participants and units meet program eligibility requirements and the service provider will provide program participants through direct referral to OHA. During FY 2021, OHA served approximately 25 families per month.

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

*Actual Non-Significant Changes:* OHA implemented an additional local program similar to SBHAP called Building Bridges Key To Home (BB-KTH)

Building Bridges Key To Home Program (BB-KTH)

### Description

OHA partnered with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to up to 23 families through a new local housing assistance pilot program. The program provided a coordinated exit for families with children out of Project Roomkey interim housing in to more long term supportive housing managed by a third-party homeless service provider and property manager contracted by OAHPI to provide resident community services



and property management. The program has a tiered tenant rent structure based on Area Median Income (AMI). The AMI categories for program participant rents are as follows with all families being at least at 50% AMI or below:

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

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

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

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

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

1. General services including outreach, goal planning, information and referral, Case management, living skills assistance, coordination of services, conflict resolution, housing retention skills development and eviction prevention;
2. Benefits/money management assistance including assistance applying for public benefit programs, referrals for payee services, credit counseling referrals, civil legal assistance linkages, and assistance with budgeting and establishing bank accounts;
3. Integrated, co-occurring treatment resources that include individualized assessment and treatment planning and coordinated care for physical health/medical, mental health, and substance use conditions;
4. Linkages and coordination with primary care and medical providers, health education, HIV/AIDS care and referrals;
5. Mental health services including individual assessment and counseling, group counseling, psychiatric care and referrals, referrals and advocacy;
6. Substance use/abuse services including individual assessment and counseling, group counseling, referrals to treatment programs and ongoing support;

7. Employment/vocational/educational training, on and off-site training, educational opportunities, financial assistance for work training at education, and work opportunities connected with the services program; and
8. Community building/social activities including peer support, outings and field trips, organizing/political activities, consumer/tenant involvement opportunities and support;
9. Adequate and convenient transportation to off-site services

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

During FY 2021, OHA served on average 5 families per month through BB-KTH as the program started housing families in January 2021.

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

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

*Challenges in Achieving Benchmarks and Possible Strategies:*

#### **SBHAP**

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

#### **BB-THP+**

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

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

- HQS Inspections

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

### CalWORKs

Challenges in meeting the projected benchmarks that caused delays involved eligibility processing delays where documentation for verification of income and other household members was delayed and to address this issue, ACSSA is working to streamline the process. As with all the programs, finding landlords to accept program participants and OHA subsidies in a tight rental market is an issue. ACSSA worked to negotiate lower rents and increased landlord outreach to facilitate housing options for program participants. The eligibility process has proven slow with participants in obtaining eligibility requirements. Participants must stay employed to remain in the program and challenging job environments during the pandemic has jeopardized eligibility for some participants. OHA continued to see challenges for participants maintaining employment related to COVID-19 job losses.

<i>Standard HUD Metrics</i>				
<i>HC #1: Additional Units of Housing Made Available</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) <b>LHAP</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 16	Actual housing units of this type after implementation of the activity = 13	No. These numbers are meant to decline as participants opt to move.
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) <b>LHAP - OG</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0	Actual housing units of this type after implementation of the activity = 69	Yes. These numbers will decrease as participants convert to HAP contracts.
<b>SBHAP</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 145	Actual housing units of this type after implementation of the activity = 91	No.
<b>BB-THP+</b>	Number of households	Expected	Actual	Yes

	who would not qualify for an available unit based on household composition = Zero (0)	housing units of this type after implementation of the activity = 20	housing units of this type after implementation of the activity = 25	
<b>BB-CalWORKs</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 20	Actual housing units of this type after implementation of the activity = 24	Yes.
<b>BB-KTH pilot</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 23	Actual housing units of this type after implementation of the activity = 5	No.
<b>Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).</b>	<b>Total number of households who would not qualify for an available unit based on household composition = Zero (0)</b>	<b>Total expected housing units of this type after implementation of the activity = 201</b>	<b>Total housing units of this type after implementation of the activity = 227</b>	<b>Yes.</b>
<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>LHAP</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 16	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13	No.

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) <b>LHAP - OG</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0	Actual housing units of this type after implementation of the activity = 69	Yes.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>SBHAP</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 145	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 91	No.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>BB-THP+</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 20	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 25	Yes
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>BB-CalWORKs</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 20	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 24	Yes.

<b>BB-KTH pilot</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 23	Actual housing units of this type after implementation of the activity = 5	No.
<b>Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	<b>Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)</b>	<b>Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 201</b>	<b>Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 227</b>	<b>Yes.</b>
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase). <b>LHAP</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 16	Actual number of households receiving these services after implementation of the activity = 13	No.
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) <b>LHAP - OG</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0	Actual housing units of this type after implementation of the activity = 69	Yes. These numbers will decrease as participants convert to HAP contracts.
Number of households receiving services aimed to increase housing choice (increase). <b>SBHAP</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 145	Total actual number of households receiving these services after implementation of the	No



			activity = 91	
Number of households receiving services aimed to increase housing choice (increase). <b>BB-THP+</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =20	Total actual number of households receiving these services after implementation of the activity =25	Yes.
Number of households receiving services aimed to increase housing choice (increase). <b>BB-CalWORKs</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =20	Total actual number of households receiving these services after implementation of the activity = 24	Yes.
<b>BB-KTH pilot</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 23	Actual housing units of this type after implementation of the activity = 5	No.
<b>Total number of households receiving services aimed to increase housing choice (increase).</b>	<b>Total households receiving this type of service prior to implementation of the activity = Zero (0)</b>	<b>Total expected number of households receiving these services after implementation of the activity =201</b>	<b>Total actual number of households receiving these services after implementation of the activity = 227</b>	<b>Yes.</b>

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

*Plan Year Approved: 2010*

*Plan Year Implemented: 2021*

*Description/Impact/Update:* OHA plans to redesign the Family Self Sufficiency (FSS) program building on best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives. OHA intends to exclude all earnings above \$480 per year for the Head of Household (HOH) or spouse/co-head+ during the first two years of FSS participation if the HOH or spouse is attending school full time, analogous to the current

exclusion for students. This would only be effective for new enrollees. OHA plans to use this activity for RAD voucher holders.

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

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

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

During FY 2021, OHA worked with our business software vendor on the modifications needed to implement the FSS redesign. OHA is currently beta testing the proposed modified escrow schedule and worked with our business software vendor on a custom programming to allow the HOH/Co-HOH/Spouse to be eligible for the full-time student exclusion during the first two years of participation in the FSS program.

OHA met with stakeholders to discuss the most effective method to allow public housing residents from third party managed properties to enroll in the FSS program. These properties use different business software that cannot administer the FSS program. OHA continued to plan and research the most effective method to implement the changes.

OHA started updating its FSS Action plan to accommodate the FSS redesign activities. Once all the necessary modifications to our business software have been made and successfully tested, a future date will be set whereby new FSS participants who enroll will abide by the policies outlined in the updated FSS Action Plan upon approval from the local field office.

OHA anticipates implementing the modified escrow schedule and HOH/Co-HOH/Spouse full-time student exclusion by Q4 2021. Additionally, OHA expects to implement all activities in the FSS redesign, including the ability to enroll non-eligible program participants and public housing residents managed by third-party sites in the program by Q2 2022.

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

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

*Actual Significant Changes:* There were no significant changes.

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

<b>SS #1: Increase in Household Income</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$26,317 for 188 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$27,632.85 (5% increase)
<b>SS #2: Increase in Household Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average escrow of households affected by this policy in dollars (increase).	Average escrow of households affected by this policy prior to implementation of the activity (in dollars). \$5,089 for 184 households	Expected average escrow of households affected by this policy prior to implementation of the activity (in dollars) = \$5,343.45 (5% increase)

SS#3: Increase in Positive Outcomes in Employment Status		
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.		
Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:	a) 67 Participants b) 30 Participants c) 16 Participants d) 1 Participant e) 92 Participants f) 0 Participants	a) 77 Participants b) 40 Participants c) 21 Participants d) 3 Participants e) 80 Participants f) 0 Participants
(a) Employed Full- Time		
(b) Employed Part- Time		
(c) Enrolled in an Educational Program		
(d) Enrolled in Job Training Program		
(e) Unemployed		
(f) Other-Drug Rehab Counseling		
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity =21 households	Number of households receiving TANF after implementation of this activity=17 households
SS#5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = 186 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 206 households
SS #6: Households Transitioned to Self Sufficiency		

Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 15 households	Number of households transitioned to self-sufficiency after implementation of this activity = 19 households

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

*Year Approved: 2010*

*Year Implemented: 2010*

*Year Amended: 2019*

*Description/Impact/Update:* Allows OHA to alter the 12-month minimum stay requirement for tenants in PBV units. Under the existing PBV regulations, households must complete a one-year tenancy in the unit before they can request a tenant-based voucher and move with continued assistance. If a voucher or comparable tenant-based assistance was not available, OHA gave the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity allowed OHA to extend or reduce the minimum stay requirement for residents and gave OHA the discretion to prioritize the family on the HCV waitlist. In FY 2021, OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist.

The Tenancy Addendum form was modified to include the minimum stay requirement and was distributed to tenants when they moved into a PBV unit. For FY 2021, OHA required PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

This activity did not apply to families: (1) with an approved Reasonable Accommodation that required them to move from their PBV unit, (2) who experienced a change in family composition that affected the size of the unit, or (3) who presented a compelling reason to move out of the PBV unit to the Executive Director for consideration. Circumstances surrounding requests to move, such as VAWA requirements, employment opportunities in other public housing jurisdictions and availability of tenant-based vouchers were considered. In FY 2021, 35 families remained on a transfer request list.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>HC #3: Decrease in Waitlist Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) = zero	Expected applicant time on waitlist after implementation of the activity (in months) = 60	Actual applicant time on waitlist after implementation of the activity (in months) = 84	No.
<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. (PBVs)	Number of households at or below 80% AMI that would lose assistance or need to move prior to implementation of the activity = Zero (0)	Expected number of households at or below 80% AMI that would have assistance preserved and not need to move after implementation of the activity = zero	Actual housing units Number of households at or below 80% AMI that would lose assistance or not need to move of this type after implementation of the activity = zero	Yes.
<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 households	Actual number of households able to move to a better unit after implementation of this activity = 0 units	No.
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#### MTW Activity #08-01: Fund Affordable Housing Development Activities

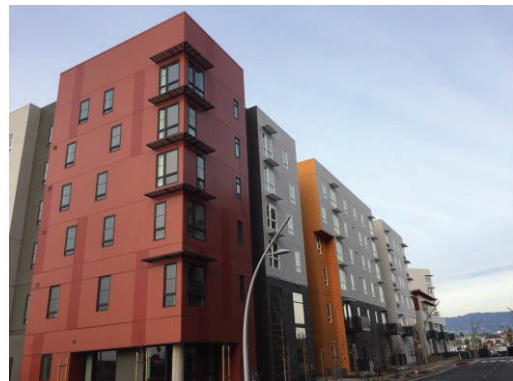
*Year Approved:* 2008

*Year Implemented:* 2008

*Year Amended:* N/A

*Description/Impact/Update:* Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. In FY 2021, OHA completed construction on the first two phases of Brooklyn Basin closed financing and started construction on Project 3, known as Foon Lok West. An additional 53 units were rehabilitated in OHA's existing project-based portfolio. The projected benchmarks included Empyrean which was completed at the end of FY 2020. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

- Brooklyn Basin – A 65-acre site that will be completely transformed, with more than 3,000 residences, 32 acres of parks and open spaces, restored wetlands, a new marina and 200,000 square feet of retail and commercial space. OHA in partnership with the City of Oakland and MidPen Housing Corporation is developing 465 units of affordable housing for low-income families and seniors as part of the Brooklyn Basin master planned community. In FY 2021, Project 3, known as Foon Lok West, which includes 130 units for families and formerly homeless households (65 assisted with PBVs) closed all financing and started construction.



Brooklyn Basin

Construction was completed on 211 units (132 assisted with PBVs) at Projects 1 and 2, known as Paseo Estero and Vista Estero. Lease up started in FY 2021 and although all leases were signed by the end of the FY, all families had not moved in. OHA was able to serve an average of 12 families per month through the local non-traditional tax credit only units that were completed.



- 285 12<sup>th</sup> Street - OHA is partnering with the East Bay Asian Local Development Corporation (EBALDC) to construct affordable housing to include 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations. OHA has committed to providing PBVs for 16 units. The project received NEPA clearance during FY 2021.
- 500 Lake Park Avenue – OHA is partnering with EAH Housing to construct a 53 unit affordable housing building with 2,900 square feet of retail space at 500 Lake Park Avenue in the Grand Lake district of Oakland. The project received NEPA clearance in FY 2021. Also during FY 2021, OHA acquired the land and provided a loan to EAH to continue funding predevelopment activities for the project.
- 6946 Foothill Blvd - OHA and its affiliate OHI conducted predevelopment planning to rehabilitate and preserve 65 units of affordable housing using low-income housing tax credits.
- 7526 MacArthur Blvd Repositioning – OHA conducted a feasibility study on developing affordable housing on an OHA-owned vacant parcel at 7526 MacArthur Boulevard in order to meet Oakland's need for additional permanent affordable housing.
- Lion Creek Crossing Phase I LP Buyout – OHA exercised its option to purchase the Limited Partner interest in Lion Creek Crossings Phase I.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>HC #1: Additional Units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 277 units under construction during the Fiscal Year.	Actual housing units of this type after implementation of the activity = 211 units were completed and an average of 12 were leased per month to families using non-traditional	No. The benchmark was not achieved. We erroneously included Emeryan towers, which was completed in FY 2020 and leasing

			subsidies during the Fiscal Year. 132 of the units had PBV subsidies and are accounted for in the HCV families served total.	was slower than expected for Brooklyn Basin.
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#### **HC #2: Units of Housing Preserved**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 100 OAHPI units and 52 units rehabilitated for Oak Groves North and South	Actual housing units of this type after implementation of the activity = 53 OAHPI units and 77 rehabs completed for Oak Groves North and South.	No. Less units were rehabilitated than expected for the OAHPI portfolio.

#### **HC #5: Increase in Resident Mobility**

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 277 households	Actual number of households able to move to a better unit after implementation of this activity = 12 units	No.

#### **MTW Activity #06-01: Site Based Wait Lists**

*Year Approved: 2006*

*Year Implemented: 2006*

Year Amended: N/A

**Description/Impact/Update:** Establish site based wait lists at all public housing sites, HOPE VI sites, and developments with PBV allocations. Overall OHA saw mixed results with achieving a decrease in waitlist time due to site based waitlists. Many factors influenced time spent on waitlists including low unit month vacancy rates and turnover of units. Apartments at Oak Grove North and South were not leased to new residents during the rehabilitation, which affected waitlist times. The error rate was determined using random file sampling as a result of an internal audit of specific waitlists. OHA will use this activity for RAD voucher holders.

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

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

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

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

<b>OHA and Standard Metrics</b>				
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%	Actual average rate of errors in completing the task = 3.9%	Yes.
<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =60 months	Expected average number of months applicants spend on site based waitlist per site	Actual average number of months applicants spent on waitlist	No.
Campbell Village	60 months	65 months	225 months	

Lockwood Gardens	60 months	48 months	66 months	No
Peralta Villa	60 months	48 months	66 months	No
Harrison Towers	60 months	48 months	N/A – due to pending disposition	N/A
Adel Court	60 months	60 months	240 months	No
Oak Grove North	60 months	60 months	n/a months	Leasing is suspended pending disposition rehab.
Oak Grove South	60 months	60 months	n/a months	Leasing is suspended pending disposition rehab.
Palo Vista Gardens	60 months	24 months	79 months	No
Linden Court	60 months	55 months	n/a months	No
Mandela Gateway	60 months	55 months	249 months	No
Chestnut Court	60 months	24 months	135 months	No
Foothill Family Apts	60 months	75 months	n/a months	No
Lion Creek Crossing	60 months	24 months	55 months	No.

***OHA Metric - Vacancy Rate per public housing site***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%	Actual Vacancy rate per site (percentage)	
Campbell Village	2%	2%	4.84%	No
Lockwood Gardens	2%	2%	2.71%	No

Peralta Villa	2%	2%	1.29%	Yes
Harrison Towers	2%	2%	N/A	No. Harrison leasing is suspended pending disposition and rehab.
Adel Court	2%	2%	1.67%	Yes
Oak Grove North	2%	2%	N/A sites designated for dispo	n/a
Oak Grove South	2%	2%	N/A sites designated for dispo	n/a
Palo Vista Gardens	2%	2%	1.77%	Yes
Linden Court	2%	2%	3.51%	No
Mandela Gateway	2%	2%	2.72%	No
Chestnut Court	2%	2%	3.52%	No
Foothill Family Apts	2%	2%	0.08%	Yes
Lion Creek Crossing	2%	2%	0.07%	Yes

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

*Year Approved:* 2006

*Year Implemented:* 2006

*Year Amended:* N/A

*Description/Impact/Update:* Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process. In FY 2021, OHA did not use this activity.

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

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

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

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

<b>Standard HUD Metrics</b>				
<b>CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Activity was not used	N/A
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per project award.	Activity was not used	N/A

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

*Year Approved:* 2006

*Year Implemented:* 2006

*Year Amended:* N/A

*Description/Impact/Update:* Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process. This activity was created to reduce the administrative time and development costs associated with issuing a RFP and to increase housing choices by creating new or replacement affordable housing opportunities. In FY 2021, OHA did not use this activity.

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

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

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

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

<b>Standard HUD Metrics CE #1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Zero projects were awarded PBV funding without an OHA administered RFP = Cost savings of \$0	OHA did not use the activity.
<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per RFP	Zero projects were awarded PBV funding without an OHA administered RFP = Time savings of \$0	OHA did not use the activity.



## B. Not Yet Implemented Activities

Table 15 Approved MTW Activities Not Yet Implemented					
Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> <li>• Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households</li> <li>• Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households</li> <li>• Eliminate all deductions and earned income disallowance</li> <li>• Recent increases in income excluded in recertification</li> <li>• Absolute minimum rent of \$25</li> </ul>	-Reduce costs and achieve greater cost effectiveness  -Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

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

*Year Approved:* 2017

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

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

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

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

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

*Year Approved:* 2013

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

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

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

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

## C. Activities on Hold

Table 16 Approved MTW Activities on Hold					
Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient  -Increase housing choices	Attachment D, Use of Funds
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds

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

*Year Approved: 2010*

*Year Implemented: 2010*

*Year Placed on Hold: 2012*

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

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

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

*Year Approved: 2009*

*Year Implemented: 2010*

*Year Placed on Hold: 2017*

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

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

<b>MTW Activity #09-02: Short-Term Subsidy Program</b>
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*Year Approved: 2010*

*Year Implemented: 2010*

*Year Placed on Hold: 2011*

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

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

### **Closed Out Activities**

OHA does not have any closed out activities to report for FY 2021.

## **Section V. Sources and Uses of Funds**

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

#### **1) Actual Sources of MTW Funding for the Fiscal Year**

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System by first week of August 2021.

#### **2) Actual Uses of MTW Funds in the Plan Year**

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

#### **3) Activities that Used Only the Single Fund Flexibility**

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

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

### **Fund Deferred Maintenance and Capital Improvements**

Decades of decreased capital funding and the following deferred maintenance resulted in needs at OHA sites that far exceeded the amount of capital funding that OHA received for the year. As a result, OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its sites and renovated 83 units, of which 30 were public housing.

### **Fund Development**

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

Construction completed on Phase 1 and 2 of Brooklyn Basin, which added 110 senior and 101 family units of affordable housing as part of a large redevelopment of a 65-acre plot of land previously owned by the Port of Oakland. OHA continued pre-development partnerships with EBALDC and EAH respectively to develop two new sites with affordable housing called 285 12<sup>th</sup> Street and Lake Park. Land was purchased for the Lake Park site using MTW funds during the FY.

### **COVID-19 Pandemic Response, Economic Development Initiatives, Resident Services**

## COVID-19 Pandemic Response

The Family and Community Partnerships Department (FCP) was created under single-fund flexibility and provides information and referral services and other family support services to households served by OHA.

Due to COVID-19 office closures, OHA staff changed its food programs to a delivery model in order to ensure that residents continued to receive food while sheltering in place. In partnership with the Alameda County Community Food Bank, Semi-Freddi's Bakery, and Life Eldercare, OHA operated community food pantries at Peralta Village and Lockwood Gardens and delivered almost 4,000 food bags to families. The bags contained fresh vegetables, fruit, meat, eggs, bread, boxed and canned goods. Through our partnership with Spectrum Community Services, OHA delivered over 19,200 nutritious lunch meals to seniors living in Peralta Villa, a large public housing sit. The Monday through Friday senior meal delivery program also provided resources and health education materials and served as a wellness check. Finally, OHA partnered with the World Central Kitchen to provide approximately 8,420 restaurant meals to residents in East, West, and North Oakland.



OHA created a relief closet to provide emergency supply bags for 1,246 OHA residents. The supply bags included items such as hand sanitizer, masks, toilet paper, paper towels, hand soap, dish soap, sponges, all-purpose cleaner, PPE, etc. During FY 2021, the OHA relief closet provided approximately 8,000 PPE items and approximately 16,000 household cleaning supply items to OHA residents. Bags were distributed at 196 OAHPI scattered sites throughout the city of Oakland, as well as Peralta Villa and Lockwood Gardens.

Despite the COVID-19 pandemic, OHA developed an alternative method to connect and engage with our senior community. Each month, 90 Peralta Villa seniors received a newsletter and an art and craft bag delivered safely to their homes by OHA staff. The program intent was to motivate Peralta Villa senior residents to stay active while sheltering in place. A total of 720 kits were delivered, with activities ranging from painting, gardening and scrapbooking. The monthly newsletter provided health and wellness information, updates on FCP services and showcased their creative artwork with the rest of the senior community. This program was partially funded through a grant from the Oakland Berkeley Association of Realtors (OBAR).



## Jobs Plus Updates

FCP was awarded the Jobs Plus Grant in December 2015 to implement job training and skill development for West Oakland public housing residents across five developments. Although the four-year grant was scheduled to end FY 2020, a six-month extension was granted through December 2020. The extension allowed FCP to continue delivering services as OHA integrated its economic development place-based efforts to target all OHA working-age adults with job-driven approaches to increase earnings and advance employment outcomes.



A total of 491 public housing residents in West Oakland completed a Jobs Plus assessment and of those 413 residents enrolled in the Jobs Plus Earned Income Disregard (JPEID), in which increases in earned wages did not increase the tenant's contribution toward the rent for up to 48 months. Over the grant period, 168 West Oakland public housing households benefited from a total of \$1,571,097.14 in disregarded rent throughout the program. Another significant component was the employment and educational services offered to participants. Through the Jobs Plus, program, 102 participants obtained part-time jobs, and 87 participants got full-time jobs. In addition, many participants accomplished their educational goals; 11 received their high school diploma or GED, eight graduated from college, and 41 completed vocational training.

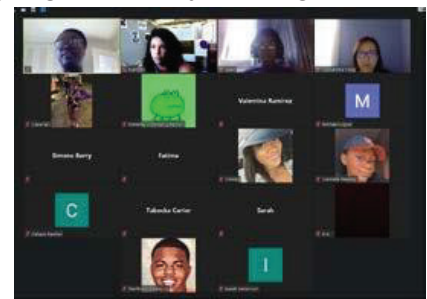
### Family Self Sufficiency Program (FSS)



During FY 2021, 22 FSS participants graduated from the program and received a total of \$307,790.98 in escrow, which is an indicator of the program's continued success despite the challenges faced with job retention during the COVID-19 pandemic.

### Digital Literacy and Zoom on the Move

During FY 2021, the Tech Exchange Digital Literacy Learning Project (AB1299) provided adults and seniors at Lockwood Gardens with digital literacy training through a grant from the California Advanced Services Fund (CASF). Despite COVID-19, FCP and Tech Exchange successfully distributed 59 computers to participants during three distribution sessions, and adhered to safety and social distancing requirements. Instead of providing digital literacy training onsite, FCP pivoted providing digital literacy training online, via 'Zoom on the Move'. The weekly zoom sessions were facilitated by over 18 community-based organizations providing information and resources on health and wellness, nutrition, exercise, medical enrollments and renewals, financial literacy, and counseling services. Internal staff from OHAPD, Office of Property Operations and FCP presented information regarding community updates, virtual job fairs and employment opportunities, and homeownership. Over 812 residents participated in more than 175 hours of Zoom sessions, with some residents participating more than 25 times.



Financial Literacy Training

### Homeownership

In FY 2021, the Bay Area continued to be a strong seller's market with increased home prices. The homeownership program received significant interest from OHA residents and FCP contacted 111 residents and invited them to submit documentation confirming they met the minimum program requirements. The majority of interested residents did not meet the program requirements. However, these residents were referred to other programs to receive assistance with employment, credit building and savings. For example, many residents were referred to the Family Self-Sufficiency (FSS) Program because the FSS program provides financial literacy, which includes credit and income building, as well as an escrow savings account that is often used to assist with the down payment and closing costs when purchasing a home.

Due to increasingly high home prices in the Bay Area during FY 2021, many buyers continued to be priced out of the market. However, five OHA residents were able to successfully purchase homes. Two residents purchased in Oakland with OHA subsidized assistance and three purchased in nearby cities without housing subsidy assistance. Three out of the five residents who purchased were also graduates of the Family Self-Sufficiency (FSS) program and used their FSS escrow earnings toward their purchase.

One OHA homeowner was also able to achieve self-sufficiency by selling her home in Oakland (subsidized by the homeownership program) and using the equity from her home sale to pay all cash on another home in a different city within California. She is no longer receiving subsidized housing assistance.

### Education

In FY 2021, FCP continued to leverage partnerships to improve education outcomes for school-aged children through OHA's Education Initiative. Due to COVID-19, FCP provided resources and information to students and families via robo call outreach and wellness checks and distributed 394 Chromebooks to students, in partnership with OHAPD, to aid with distance learning. FCP also partnered with OUSD's Grab and Go lunch program to provide 344 kits, which included books, flash cards, arts and crafts and face masks. In preparation for the upcoming school year, FCP completed 4,549 robocalls and distributed 307 backpacks and 32 new students were enrolled in Promise Plus, a partnership with OUSD to address academic achievement barriers and other critical needs especially around increased student attendance.



### Site Intervention

Through its site intervention team, FCP assisted 386 residents with housing search resources, supportive services, delinquent rent assistance, housekeeping counseling, and lease compliance issues, which included issues such as neighbor disputes, noise complaints, fighting, and unauthorized occupancy. Residents were counseled by FCP staff and received community resources to become compliant with their lease.

### **Providing a Consistent Level of Security to OHA Residents**

It is of critical importance to OHA's management strategies to provide consistent and effective security to residents, through both physical design and law enforcement. Activities by the Oakland Housing Authority Police Department (OHAPD) were funded exclusively through the single-fund flexibility. OHAPD's commitment to community policing and crime prevention helped reduce crime and violence, which made properties and the community at large safer. By offering a variety of crime prevention programs and youth activities, OHAPD provided quicker response to requests from residents by offloading crime response from the overburdened Oakland Police Department. In FY 2021 approximately \$341,000 in MTW funds were used for equipment purchases for the OHA Police Department.



During FY 2021, the OHAPD operated in the midst of the COVID-19 pandemic, which significantly affected the ability of the department to provide community crime reduction activities to the community at large. In addition, the City of Oakland experienced an increase in violent crime, which plagued the OHA communities with a significant rise in violent crime, specifically firearm related incidents. These crimes were not only at large public housing sites but also OHA scattered site properties.

As a result of the COVID-19 pandemic and increased violent crime, traditional OHAPD programs such as end of school block parties, hiking outings, and bicycle excursions designed to promote health and exercise and build trust and relationships with OHAPD did not occur in



FY 2021. OHAPD was still able to conduct the 2021 Holiday Giveaway where 381 children received toys for the Holiday. Approximately \$24,000 was raised by OHAPD to help sponsor this award winning holiday event. The department responded to the lack of in-person events and conducted more virtual experiences, such as community meetings, and Coffee with a Cop through online software methods. These community events enabled the police and residents to continue to interact and build trust, recognition and relationships throughout the FY. In partnership with the OHA Asset

Management team, OHAPD spearheaded several COVID vaccination clinics from February 2021 through June 2021. This resulted in hundreds of community members and OHA staff receiving their first and second dose of the COVID vaccination.

OHAPD's Police Explorer Program continued to thrive throughout the year as members of the Explorer program established a personal protective equipment (PPE) inventory and store that provided emergency protective equipment for prevention and response to all members of OHA and residents throughout our community. OHA Explorers participated in vaccination clinics, food pantry distributions, and coordinated the decontamination of offices and vehicles when there was a reasonable suspicion of infections.

The Explorer Program was established in CY 2011 to provide youth ages 14 to 21 an opportunity to work within a police department, or other OHA departments. The goal of this program is to enhance the relationship between young adults in our communities, members of law enforcement, OHA staff, and to provide job skills for young adults in order for them to ultimately compete for positions at OHA or other public or private entities.

Every year, OHAPD attends many community neighborhood crime prevention council meetings and OHA community meetings with the goal of collecting information provided by residents and other community members in order to resolve issues that affect the safety and security of OHA communities.

### **Goal and Achievements to Reduce Violent Crime**

- Sworn officers and staff were provided significant time to conduct thorough preliminary and follow-up investigations

- Sworn officers and staff were provided the proper training and tools to conduct research and intelligence gathering to identify areas or situations with emerging crime trends and persons of interest
- Staff utilized internal systems through the collection of intelligence information in order for each member to be as effective as possible when conducting investigations

### Goal and Achievements for Community Involvement

- OHAPD reinvented its communication strategy as a result of COVID-19 in order to connect with community members effectively and creatively
- OHAPD utilized technology, alert systems, and social media to notify resident and community members of crime trends and activity likely to affect their communities
- Staff marketed the availability of resident and patrol checks to community members through the use of alert systems and social media as well as other outlets
- Staff obtained and utilized community input, data systems, and agency partnerships to deploy patrol strategies



### Goal and Achievements to Integrate Organizational Strategic Goals into the Department's Operating Structure.

- OHAPD formalized a 21st Century Policing model by seeking input from community members and resident leaders
- Implemented a family/domestic violence program with the goal of timely provision of critical services to help victims and families in partnership with expert service providers
- Re-invented how OHAPD communicates and educates residents and the community at large through social distancing amidst the COVID-19 pandemic
- Increased training for department staff, specifically related to procedural justice, restorative justice, police legitimacy, and crisis intervention techniques using the most modern policing methods and best practices
- Examined areas of OHAPD response to incidents to determine if services are better handled by a non-sworn entity or other member of the Authority
- Created a community driven process for determining how officers respond and implement the provision of law enforcement services

**Table 17**  
**Actual Use of MTW Single Fund Flexibility**

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

#### **Fund Development**

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As a result of the COVID-19 pandemic and increased violent crime, traditional OHAPD programs such as end of school block parties, hiking outings, and bicycle excursions designed to promote health and exercise and build trust and relationships with OHAPD did not occur in FY 2021. OHAPD was still able to conduct the 2021 Holiday Giveaway where 381 children received toys for the Holiday. Approximately \$24,000 was raised by OHAPD to help sponsor this award winning holiday event. The department responded to the lack of in-person events and conducted more virtual experiences, such as community meetings, and Coffee with a Cop through online software methods. These community events enabled the police and residents to continue to interact and build trust, recognition and relationships throughout the FY. In partnership with the OHA Asset Management team, OHAPD spearheaded several COVID vaccination clinics from February 2021 through June 2021. This resulted in hundreds of community members and OHA staff receiving their first and second dose of the COVID vaccination.

OHAPD's Police Explorer Program continued to thrive throughout the year as members of the Explorer program established a personal protective equipment (PPE) inventory and store that provided emergency protective equipment for prevention and response to all members of OHA and residents throughout our community. OHA Explorers participated in vaccination clinics, food pantry distributions, and coordinated the decontamination of offices and vehicles when there was a reasonable suspicion of infections.



The Explorer Program was established in CY 2011 to provide youth ages 14 to 21 an opportunity to work within a police department, or other OHA departments. The goal of this program is to enhance the relationship between young adults in our communities, members of law enforcement, OHA staff, and to provide job skills for young adults in order for them to ultimately compete for positions at OHA or other public or private entities.

Every year, OHAPD attends many community neighborhood crime prevention council meetings and OHA community meetings with the goal of collecting information provided by residents and other community members in order to resolve issues that affect the safety and security of OHA communities.

#### **Goal and Achievements to Reduce Violent Crime**

- Sworn officers and staff were provided significant time to conduct thorough preliminary and follow-up investigations
- Sworn officers and staff were provided the proper training and tools to conduct research and intelligence gathering to identify areas or situations with emerging crime trends and persons of interest
- Staff utilized internal systems through the collection of intelligence information in order for each member to be as effective as possible when conducting investigations

#### **Goal and Achievements for Community Involvement**

- OHAPD reinvented its communication strategy as a result of COVID-19 in order to connect with community members effectively and creatively
- OHAPD utilized technology, alert systems, and social media to notify resident and community members of crime trends and activity likely to affect their communities
- Staff marketed the availability of resident and patrol checks to community members through the use of alert systems and social media as well as other outlets
- Staff obtained and utilized community input, data systems, and agency partnerships to deploy patrol strategies

#### **Goal and Achievements to Integrate Organizational Strategic Goals into the Department's Operating Structure.**

- OHAPD formalized a 21st Century Policing model by seeking input from community members and resident leaders
- Implemented a family/domestic violence program with the goal of timely provision of critical services to help victims and families in partnership with expert service providers
- Re-invented how OHAPD communicates and educates residents and the community at large through social distancing amidst the COVID-19 pandemic
- Increased training for department staff, specifically related to procedural justice, restorative justice, police legitimacy, and crisis intervention techniques using the most modern policing methods and best practices
- Examined areas of OHAPD response to incidents to determine if services are better handled by a non-sworn entity or other member of the Authority.
- Created a community driven process for determining how officers respond and implement the provision of law enforcement services.

## B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2021.

Table 18: Local Asset Management Plan	
i. Did the MTW PHA allocate costs within statute in the Plan Year?	<input type="text" value="Yes"/>
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan	<input type="text" value="No"/>
iii. Did the MTW PHA provide a LAMP in the appendix?	<input type="text" value="No"/>
iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.	
<input type="text"/>	

## **Section VI. Administrative**

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

There are no items to report under this section.

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

There are no items to report under this section.

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

The Oakland Housing Authority certifies the submission of the Fiscal Year 2021 MTW Annual Report and that the Oakland Housing Authority has met the three statutory requirements of:

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

The FY 2021 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

## **Appendices**

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

## **APPENDIX A**

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### **Project-Based Voucher Allocations**

Project-Based Voucher Allocation Projections as of June 30, 2021					
Development Name	Date of Board Approval	# of PBV Units	Contract Date	Contract Expiration	Population Served
<b>HAP contracts</b>					
Mandela Gateway	February 12, 2003	30	October 20, 2004	October 17, 2024	Low Income Families
Altenheim Senior Housing Phase I	July 13, 2005	23	January 1, 2007	December 31, 2032	Senior
Lion Creek Crossings II	November 9, 2005	18	July 3, 2007	July 20, 2037	Low Income Families
Madison Apartments	July 13, 2005	19	April 25, 2008	June 25, 2038	Low Income Families
Lion Creek Crossings III	June 14, 2006	16	June 25, 2008	June 25, 2038	Low Income Families
Seven Directions	July 13, 2005	18	September 12, 2008	September 12, 2038	Low Income Families
Orchards on Foothill	June 14, 2006	64	November 7, 2008	April 29, 2039	Senior
Fox Courts / Uptown Oakland	December 3, 2004	20	May 15, 2009	May 15, 2024	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	February 26, 2007	60	June 5, 2009	June 4, 2024	Senior
14 <sup>th</sup> St. Apartments at Central Station	January 22, 2007	20	November 25, 2009	November 24, 2024	Low Income Families
Tassafaronga Village Phase I	February 25, 2008	80	April 23, 2010	April 23, 2025	Low Income Families
Altenheim Senior Housing Phase II	April 28, 2008	40	April 5, 2010	April 4, 2025	Senior
Fairmount Apartments	October 24, 2008	16	March 8, 2010	March 7, 2025	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 27, 2025	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	May 24, 2010	19	August 1, 2010	July 31, 2025	Low Income Families
*Effe's House (10)	May 4, 2009	10	August 1, 2010	August 1, 2025	Low Income Families
Drachma Housing	May 4, 2009	14	November 29, 2010	November 30, 2025	Low Income Families /
Drachma Housing		11	March 1, 2019	March 1, 2039	Low Income Families
Foothill Family Partners	June 28, 2010	11	August 1, 2011	January 12, 2027	Low Income Families
St. Joseph's Senior Apts	May 29, 2007	83	August 22, 2011	August 22, 2026	Senior
<b>OHA Scattered Sites (OAHPI)</b>					
AMP 9	July 27, 2009	1539	May 1, 2010	April 30, 2025	Low income families/public housing disposition
AMP 10	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 11	July 27, 2009		January 1, 2010	December 31, 2024	
AMP 12	July 27, 2009		May 1, 2010	April 30, 2025	
AMP 13	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 14	July 27, 2009		January 1, 2010	December 31, 2024	
Lion Creek Crossings IV	April 28, 2008	10	January 13, 2012	January 12, 2027	Low Income Families
Savoy Phase 1	June 28, 2010	55	February 14, 2012	February 14, 2025	Special Needs
*Hugh Taylor house (35)	June 11, 2011	35	May 8, 2012	May 7, 2027	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	June 11, 2011	96	June 7, 2012	June 6, 2032	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6 <sup>th</sup> and Oak)	May 4, 2009	50	June 27, 2012	June 26, 2027	Senior
720 E 11 <sup>th</sup> Street Apts (aka Clinton Commons)	April 28, 2008	16	October 2, 2012	October 2, 2027	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	April 23, 2007	11	November 15, 2012	November 15, 2027	Senior
Kenneth Henry Court	April 11, 2011	13	February 8, 2013	March 5, 2027	Low Income Families
California Hotel Phases 1 and 2	February 28, 2011	88	March 1, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
James Lee Court	October 25, 2010	12	March 21, 2013	March 20, 2028	Low Income Families
Savoy Phase 2	June 28, 2010	46	March 29, 2013	February 14, 2025	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	May 4, 2009	11	May 8, 2013	May 8, 2028	Low Income Families
Oak Point Limited (OPLP)	October 25, 2010	15	May 30, 2013	May 30, 2028	Low Income Families
Drasnin Manor	October 25, 2010	25	June 27, 2013	June 26, 2028	Low Income Families
St. Joseph's Family Apts	October 25, 2010	15	December 3, 2013	December 1, 2026	Low Income Families
MacArthur Apts	October 25, 2010	14	October 13, 2013	October 13, 2028	Low Income Families
California Hotel Phase 3	February 28, 2012	47	November 22, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
Lion Creek Crossings V	October 17, 2011	127	August 11, 2014	January 12, 2027	Senior
Cathedral Gardens	May 23, 2011	43	October 27, 2014	October 28, 2029	Low Income Families
Lakeside Senior Apartments	January 23, 2012	91	January 26, 2015	January 26, 2030	Senior
Marcus Garvey Commons	April 11, 2011	10	March 17, 2015	March 16, 2030	Low Income Families
1701 Martin Luther King Jr. Way	May 20, 2013	25	December 7, 2015	December 17, 2030	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	February 28, 2011	22	January 20, 2016	January 2, 2031	Low Income Families
AveVista aka 460 Grand	March 16, 2010	34	January 27, 2016	January 27, 2031	Low Income Families
11th and Jackson (Prosperity Place)	November 30, 2010	35	February 1, 2017	January 12, 2032	Low Income Families
Fox Court Apts. (13)	December 5, 2016	13	September 15, 2017	September 15, 2032	Low Income Families
Ambassador Apts.(10)	December 5, 2016	10	September 1, 2017	September 1, 2032	Low Income Families
Seven Directions (10 additional vouchers)	December 5, 2016	10	December 1, 2017	November 30, 2032	Low Income Families
Adeline Street Lofts	December 5, 2016	20	March 1, 2018	March 1, 2033	Low Income Families
Rosa Park	December 5, 2016	11	February 1, 2018	February 1, 2033	Low income and homeless individuals



Madsion Street Loft Apts (additional vouchers)	December 5, 2016	31	June 9, 2018	April 9, 2033	Low Income Families
Stanley Avenue Lofts	December 5, 2016	13	June 1, 2018	June 1, 2033	Low Income Families
Swan Market	December 5, 2016	10	December 1, 2017	December 1, 2032	Low Income Families
San Pablo Hotel	December 5, 2016	31	February 19, 2018	February 18, 2033	Low Income Seniors
Hisman Hin-Nu Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
Oak Park Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
94th and International (Acts Cyrene)	October 17, 2011	14	December 29, 2017	December 28, 2032	Low Income Families
Civic Center TOD	7/22/2014 and 2/26/18	20	December 29, 2017	July 1, 2038	Special Needs / Homeless
Hamilton Apts	December 5, 2016	92	March 15, 2019	March 14, 2039	Low income and homeless individuals (08)
Westlake Christian Terrace West	February 27, 2017	121	February 25, 2019	February 24, 2039	Low Income Seniors (08)
Redwood Hill Townhomes	6/1/2015 & 5/23/2016	27	May 28, 2019	May 28, 2039	Low Income Families/Special Needs
Oak Grove South	August 28, 2017	75	December 9, 2019	December 9, 2039	Senior Housing
International Blvd Apts	December 5, 2016	18	December 11, 2019	December 11, 2039	Low Income Families (08)
Camino 23	May 23, 2016	26	December 20, 2019	December 20, 2039	Low Income Families/Special Needs
Fruitvale Transit Village - Phase IIA a.k.a. Casa Arabella	May 23, 2016	66	December 20, 2019	December 20, 2039	Low Income Families/VASH (20)
The Town Center	December 5, 2016	50	January 10, 2020	January 9, 2040	Low Income Families (08)
3706 San Pablo Avenue	June 1, 2015	10	February 25, 2020	February 25, 2040	Low Income Families
Additional vouchers awarded	May 23, 2016	5			
Additional vouchers awarded	May 8, 2017	5			
Eastside Arts & Housing	February 27, 2017	10	January 29, 2020	December 29, 2040	Low Income Families (08)
Embark Apartments	May 23, 2016	61	February 24, 2020	February 24, 2040	Affordable Housing for Veterans / VASH (31)
Courtyards at Acorn	December 5, 2016	27	January 10, 2020	January 9, 2040	Low Income Families (08)
Bishop Roy C. Nicholas	December 5, 2016	17	March 12, 2020	March 12, 2040	Low Income Seniors (08)
Empyrean	October 24, 2016	32	June 15, 2020	June 15, 2040	Low Income Families
Northgate Apts	December 5, 2016	14	October 29, 2020	October 29, 2040	Low Income Families (08)
Oak Street Apts	December 5, 2016	25	December 16, 2020	December 15, 2040	Low Income Seniors
3268 San Pablo	June 25, 2018	50	February 18, 2021	February 18, 2041	Senior Housing
Paseo Estero 9% (Brooklyn Basin 1A)	February 1, 2018	3	February 25, 2021	February 24, 2041	Low income families
Paseo Estero 4% (Brooklyn Basin 1B)	February 1, 2018	47	February 25, 2021	February 24, 2041	Low income families
Vista Estero (Brooklyn Basin 2)	February 1, 2018	82	February 25, 2021	February 24, 2041	Low income seniors
Oak Grove North	August 28, 2017	77	March 8, 2021	March 7, 2041	Low income seniors
Nova Apartments	July 23, 2018	56	May 12, 2021	May 11, 2041	Permanent Supporting Housing
Units under HAP Contract		4,275			
RFQ 16-08	Date of BoC approval	# PBV Units	HAP Contract Date	Population Served	
Kenneth Henry Court	February 27, 2017	15	pending	Low Income Families (08)	
Sylvester Rutledge Manor	December 5, 2016	64	pending	Low Income Seniors (08)	
Existing units that will convert to PBV		79			
AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served	
Coliseum Place	May 23, 2016	37	November 11, 2019	Homeless, HOPWA and Low-income	
Aurora Apartments	July 23, 2018	43	12/16/19	special needs	
Brooklyn Basin 3	February 26, 2018	65	July 16, 2020	Low Income Families/Special	
Fruitvale Studios	June 25, 2018	12	August 20, 2020	formerly homeless and special needs	
95th and International	April 29, 2019	27	May 20, 2021	formerly homeless/low income families	
Units under AHAP Contract		184			

<b>Conditional Awards</b>	<b>Date of BoC approval</b>	<b># PBV Units</b>	<b>AHAP Contract Date</b>	<b>Population Served</b>
Brooklyn Basin 4	February 26, 2018	61	<i>pending</i>	low income families/special needs
Fruitvale Transit Village Phase IIB	June 25, 2018	75	<i>pending</i>	families and seniors
3801 MLK Family Housing	July 23, 2018	16	<i>pending</i>	families and special needs
W Grand and Brush	July 23, 2018	28	<i>pending</i>	formerly homeless
34th and San Pablo	July 23, 2018	25	<i>pending</i>	Low income families
7th and Campbell	July 23, 2018	20	<i>pending</i>	formerly homeless
<i>Additional vouchers awarded</i>	February 1, 2019	19	<i>pending</i>	formerly homeless
Ancora Place	April 29, 2019	31	<i>pending</i>	low income families/special needs
Friendship Senior Housing	April 29, 2019	34	<i>pending</i>	special needs/seniors
285 12th St	July 22, 2019	16	<i>pending</i>	formerly homes/low income families
500 Lake Park Ave	February 3, 2020	14	<i>pending</i>	PBV VASH
<b>Units with conditional award</b>		<b>339</b>		
<b>Disposition Pending and NOFA Invitations and Pending ORED projects</b>				
OHA Senior Disposition Sites	October 16, 2017	101	TPV award June 2018	Public Housing Disposition
RAD Conversion (Chestnut/Linkden/LLC/Foothill and Mandela Gateway)	CY2019	307	special PBV	low income families
		<b>408</b>		
<b>Total PBV Units Allocated</b>		<b>5,285</b>		

## **APPENDIX B**

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### **Overview of Other Housing**

Overview of Other Housing						
	Total Unit Count - All Tax Credit Units	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Tax Credit Only *	Other HUD Funding	Unsubsidized Units
<b>HOPE VI Sites</b>						
Chestnut Court	72	45		11		1
Linden Court	79	38		12		1
Mandela Gateway	168	46	30	36		2
Foothill Family Apartments	65	21	11	12		0
Lion Creek Crossings - Phases 1 - 5	567	157	171	153		5
<b>Other Mixed Developments</b>						
Tassafaronga Village - Phases 1 and 2	157		99	45		2
Cathedral Gardens	100		43	55		1
Keller	201			166	157	33
Harrison Senior	73		11	61	62	1
Lakeside Senior Apts.	92		91			1
Prosperity Place	71		35	36	8	
ACTS/CYRENE	59		14	44		1
Brooklyn Basin (Paseo and Vista Estero)	211		132	79		
Empyrean	66		32	33		1
AveVista	68		34	30		1
<b>Total Units</b>	<b>2049</b>	<b>307</b>	<b>703</b>	<b>773</b>	<b>219</b>	<b>50</b>

## **APPENDIX C**

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### **Affordable Housing Development Activities**

Affordable Housing Development Activities by Unit Type						
	FY 2021 Outcomes Non-traditional Units	FY 2021 Outcomes Traditional Units	Total Units	Public Housing	Project- Based Vouchers	Tax Credit Only
<b>PREDEVELOPMENT</b>						
285 12th Street	40	25	65		25	40
15th and Harrison	<u>62</u>	<u>11</u>	<u>73</u>	<u>0</u>	<u>11</u>	<u>62</u>
<i>Total in Predevelopment</i>	102	36	138	0	36	102
<b>UNDER CONSTRUCTION</b>						
Brooklyn Basin	128	126	254	0	126	128
<i>Total Under Construction</i>	128	126	254	0	126	128
<b>PLACED IN SERVICE</b>						
Brooklyn Basin (Paseo and Vista Estero)	211	132	211	0	132	79
<i>Total Placed in Service</i>	211	132	211	0	132	79
<b>REHABILITATION</b>						
OAHPI	0	53	1,539	0	1,539	0
Oak Groves	<u>0</u>	<u>0</u>	<u>152</u>	<u>152</u>	<u>0</u>	<u>0</u>
<i>Total Rehabilitation</i>	0	53	1,691	152	1,539	0
<b>COMBINED TOTAL</b>	<b>441</b>	<b>347</b>	<b>2,294</b>	<b>0</b>	<b>1,833</b>	<b>309</b>

## **APPENDIX D**

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### **MTW and Non-MTW Housing Stock**



FY 2021 MTW Housing Inventory MTW and Non-MTW housing stock		
		End of FY 2021
<b>MTW PUBLIC HOUSING</b>		
<b>Large Family Sites</b>		
	Campbell Village	154
	Lockwood Gardens	372
	Peralta Villa	<u>390</u>
		916
<b>Designated Senior Sites</b>		
	Harrison Towers	101
	Adel Court	30
	Palo Vista Gardens	<u>100</u>
		383
<b>HOPE VI Sites</b>		
	Linden Court	38
	Mandela Gateway	46
	Chestnut Court	45
	Foothill Family Apts.	21
	Lion Creek Crossings Phase 1	45
	Lion Creek Crossings Phase 2	54
	Lion Creek Crossings Phase 3	37
	Lion Creek Crossings Phase 4	<u>21</u>
		307
	<b>TOTAL PUBLIC HOUSING</b>	<b>1,454</b>
<b>VOUCHER (SECTION 8) AND OTHER HUD PROGRAMS</b>		
<b>MTW</b>		
	General MTW Housing Choice Voucher (HCV)	13,107
	Included are Non-Elderly Disabled (NED)	85
	Included are Pre-2008 FUP allocation	48
<b>Non -MTW</b>		
	Veterans Affairs Supportive Housing (VASH)	526
	Mainstream	212
	Family Unification Program (FUP)	51
	Tenant Protection Vouchers	141
	<b>TOTAL VOUCHERS</b>	<b>14,170</b>
<b>Other HUD Programs</b>		
	Shelter plus Care (S+C)	331
	Moderate Rehabilitation (Mod Rehab)	143
	<b>TOTAL OTHER HUD PROGRAMS</b>	<b>474</b>
	<b>TOTAL VOUCHERS AND OTHER HUD PROGRAMS</b>	<b>14,644</b>
<b>MTW LOCAL PROGRAMS</b>		
	Parents and Children Together (PACT)	20
	Local Housing Assistance Program (LHAP)	13
	Sponsor-based Housing Assistance Program (SBHAP)	140
	Building Bridges SRO	189
	Building Bridges THP+	50
	Building Bridges CalWORKs	50
	<b>TOTAL LOCAL PROGRAMS</b>	<b>462</b>
<b>TOTAL</b>		<b>16,560</b>

## **APPENDIX E**

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### **Glossary of Acronyms**

## Glossary

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

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

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

**ASCO** – Alameda County Sheriff's Office

**BB** – Building Bridges Initiative

**BBSRO** – Building Bridges Single Room Occupancy program

**BBTHP+** - Building Bridges Transitional Housing Program Plus

**BBCalWORKs** – Building Bridges CalWORKs program

**BBKTH** - Building Bridges Key To Home program

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**OGN / S** – Oak Groves North and Oak Groves South

**OHA** – Oakland Housing Authority.

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

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

**RA** – Reasonable Accommodation

**REAC** – Real Estate Assessment Center. A HUD department with the mission of providing and promoting the effective use of accurate, timely and reliable information assessing the condition

of HUD's portfolio; providing information to help ensure safe, decent and affordable housing; and restoring the public trust by identifying fraud, abuse and waste of HUD resources.

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

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

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

**SBHAP** – Sponsor Based Housing Assistance Programs

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

**SSA** – Alameda County Social Services Agency

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

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

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

**VAWA** – Violence Against Women Act