



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

OFFICE OF PUBLIC AND INDIAN HOUSING

May 2, 2024

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

Subject: Acceptance of FY2023 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 FY2023 Annual Moving to Work (MTW) Report, which was submitted on September 28, 2023. I am pleased to inform you that OHA's FY2023 Annual MTW Report is accepted.

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

Please contact Kai Jennings, Housing Innovations Specialist, at [kai.a.jennings@hud.gov](mailto:kai.a.jennings@hud.gov) if you have any questions.

Sincerely,

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

John Concannon  
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

## ANNUAL REPORT



### Supporting Our OHA Community



Oakland Housing  
Authority

**FISCAL YEAR 2023**  
JULY 1, 2022 – JUNE 30, 2023

# Oakland Housing Authority

## Fiscal Year 2023 MTW Annual Report

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# Oakland Housing Authority

## Fiscal Year 2023 MTW Annual Report

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## Message from the Executive Director

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As OHA celebrated 85 years of service to the vibrant Oakland community, Fiscal Year (FY) 2023 reinvigorated all as OHA re-instated more in-person engagement with our clients, our fellow housers, and each other. The Annual Report showcases the talent, outcomes and enthusiasm of the OHA family, together and through our partners, as we worked to serve our residents with safe, affordable, and service enriched housing. FY 2023 proved to be a year filled with achievements, new partnerships, and as always, challenges and learning opportunities. While the impacts of COVID became more manageable, new challenges arose. Extreme weather wreaked havoc on the state, with torrential atmospheric rivers leading to downed trees and flooding, impacting OHA's portfolio. In response, our incredible staff joined together to assist all impacted residents quickly, necessitating around the clock vigilance. Our teams deployed special purpose vouchers awarded to help populations most at risk, including those without homes and emancipated

foster youth. As we look back on the year in review, we celebrate OHA's ability to grow existing programs and explore new avenues to partner and serve our community. We value the lessons learned from our successes as well as when we fell short of our goals all while consistently adapting our operations and policies to produce strong outcomes, ensuring the health and safety of our staff and the residents who call our community home.

OHA was thrilled to support the Biden-Harris administration's prioritization of housing through *All In: The Federal Strategic Plan to Prevent and End Homelessness* which sets a lofty, but achievable goal, to reduce homelessness by 25% by 2025. OHA's priorities aim high to reinforce and help attain this presidential initiative.

Our programs offered a holistic approach to housing by strengthening community partnerships and provided a wide array of services. Home is security. Home is safety. Home is opportunity. Home is the foundation. It is a place of refuge, calm, and belonging. Safe and accessible housing has the power to transform communities into thriving centers of opportunity, elevating all facets. OHA provided hot lunches, delivered fresh groceries, improved education outcomes, hosted a score of job fairs and encouraged community building among residents by opening common areas for games and arts and crafts. Evidence supports "home" as a key determinate of strong, thriving, equitable communities. Services enriched housing was integral in supporting a foundation of stably housed citizens securing the bright futures and health of many OHA residents.

I would like to take this opportunity to thank our HUD partners for providing the critical resources and support necessary to reduce homelessness and housing insecurity, outgoing Oakland Mayor Libby Schaaf for 8 years of strong leadership and partnership and the enthusiasm of incoming Mayor Sheng Thao to work with OHA to house Oaklanders, the City of Oakland for the fervent advocacy and creativity to identify housing solutions on behalf of low-income families, our Alameda County partners and Continuum of Care leadership team for new partnerships to achieve our collective goals, the contingent of Bay Area regional housing authorities for an open and collaborative approach to boost success for all, and importantly, the dedicated public servants that make up the staff team of OHA who delivered

vital services to the Oakland community during an eventful and productive year, and all other partners who have made 85 years of service in Oakland possible.

## Section I. Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2023 Moving to Work Annual Report. As one of 39 original participants, and with 87 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 an 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 allowed OHA to continue its localized housing programs with innovations removing barriers to housing for the households served. Currently, there are 126 MTW PHAs nationwide.



Map of MTW agencies across the US

In accordance with the MTW Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA's MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget as well as an analysis of changes that occurred during the period between July 1, 2022 and June 30, 2023.

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 2023 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 activities to serve as many families as possible within the constraints imposed by the local market, pandemic and unexpected events.

### FY 2023 Overview

#### Provide Sustained, Impactful and Humane Resident Services, Community Engagement and Community Safety Programs

FY 2023 brought hybrid working conditions to allow staff to interact in person with each other, and residents, while also allowing social distancing as a safety precaution. Using the techniques developed during the previous years, OHA issued extensive regular communication, resources and supports for both residents and staff as the environment and recommendations evolved, and our offices reopened to the public. Two programs created during the pandemic received Awards of Excellence from the National Association of Housing and Redevelopment Officials (NAHRO) for our responsive and effective programs to cope with COVID. The award winners were the Personal Protective Equipment (PPE) Distribution Project to provide PPE and cleaning supplies to public housing residents and our Seniors Connect Art Kit Program which provided residents with art kits, newsletters, wellness checks, and other resources delivered to homes throughout COVID.



OHA also recognized the need to increase job readiness for residents and applied for and was awarded a second Jobs Plus grant, one of only four awarded nationally. The funding of \$2.3M will assist the work-able





populations at Lockwood Gardens, one of OHA's large public housing sites in East Oakland. This development consists of 372 units, with 353 work-able individuals, where over 60% of the work-able adults have no source of income, and 17% are under-employed. This grant will be used for individualized case management to address the barriers to employment, including digital literacy, access to a computer and internet access, and transportation issues.

### **Sustained high standards of Customer Service for Residents and Stakeholders**



Lessons learned on adaptation and quick responses were applied to new, unexpected situations that arose during the many strong storms Oakland experienced this winter. California was hit hard with rain and snow, which led to unanticipated flooding and downed trees throughout the state. During the rainy season, Oakland saw 12.3 inches of rainfall above average resulting in 30 inches compared to the typical average of 18 inches. OHA saw 25 properties impacted by storms, and staff addressed the damage quickly and ensured impacted families were safely moved to hotels or other housing, and provided meals, if necessary, while repairs

were made. Even with the extreme weather, OHA focused on overall agency priorities and objectives. These objectives were centered on: 1) Sustained high standards of customer service for residents and stakeholders; 2) Position OHA as a sustained leader in the preservation of units and expansion of affordable housing; 3) Provide sustained, impactful and humane resident services, community engagement and community safety programs; and 4) Expand board knowledge of OHA and its affiliates. The last few years have illuminated the urgency and need for permanent housing solutions for homeless individuals and families and the FY 2023 MTW Report demonstrates the effectiveness of OHA's responses during the year.

Despite extreme weather events, OHA deployed effective strategies to assist unsheltered families through partnerships with the City of Oakland, the Alameda County Health Care Services Agency, and non-profit providers. By previously expanding the Sponsor-based Housing Assistance Program (SBHAP) and the Building Bridges Key to Home initiative, OHA served 134 additional unhoused families highlighting the overall strength and impact of the local, non-traditional (LNT) MTW programs in supporting the *All In* initiative.



As a demonstration of the overwhelming demand to assist the most vulnerable



populations, OHA leased over the allocation of 515 Emergency Housing Vouchers (EHVs) to assist individuals and families experiencing or at high risk of homelessness. An interdepartmental team managed the deployment of these vouchers and OHA applied for, and was awarded, 81 Stability Vouchers (SV) designed to reach the same population. As required, OHA created a Memorandum of Understanding to replicate the innovations developed during the EHV project and plans to use the SVs

to maintain stable housing for the over-leased EHV families, allowing quick and resourceful utilization of the SVs.

HUD recognized OHA with an Award of Appreciation for teaching Best Practices on leasing EHV's to a HUD roundtable event involving PHAs nationwide. Incentives pioneered during the EHV deployment, sparked a year-long project to research, survey and build on these successful tools and expand them to other programs. These expanded incentives encouraged strong landlord partnerships and delivered much needed services and resources to families often struggling to supply and furnish a home after moving from the street. Fifty-one (51) EHV owners received capital improvement payments, totaling \$52,220, to make HQS fail related repairs through the EHV program. Additionally, EHV services fee funding was used to pay \$395,000 in sign on bonuses for owners associated with these special purpose vouchers.



The Foster Youth to Independence (FYI) initiative made Housing Choice Voucher (HCV) assistance available to PHAs in partnership with Public Child Welfare Agencies (PCWAs). Under FYI, OHA provided housing assistance on behalf of youth at least 18 years and not more than 24 years of who left foster care, or will leave foster care within 90 days, and are homeless or are at risk of becoming homeless. OHA was awarded 49 FYI vouchers in 2021, effective in March 2022, and partnered with Alameda County Social Services (ACSSA), Beyond Emancipation, and Lao Family Community Development Inc. to develop an implementation framework for this new program. Staff used the referral and application process from



the EHV deployment to reduce delays, with a fully digital, single submittal process. Staff provided resources for participants, including a guide with tips for first-time renters. OHA launched the program in April 2022 and received referrals and applications from eligible families and individuals. OHA also applied MTW flexibilities to this non-MTW program as a means of supporting participants who exited the foster care system. During FY 2023, 59 applicants were accepted into the program, with 16 vouchers leased bringing the total leased at FY end to 26.

OHA proudly hosted HUD staff twice during the FY. Deputy Assistant Secretary (DAS) of the Real Estate Assessment Center, Ashley Sheriff, visited OHA to discuss the upcoming changes to inspection protocols and the implementation of the National Standards for the Physical Inspection of Real Estate (NSPIRE) and hear feedback and ideas from not only OHA, but our neighboring Bay Area PHAs. The roundtable discussion



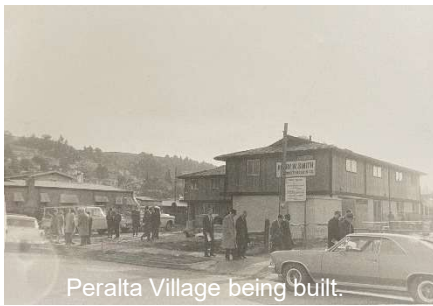
Roundtable discussion with DAS Sheriff



focused on new standards, implementation compliance, and timelines. DAS Sheriff also toured typical OHA properties affected by the new inspection standards and saw examples of improved older properties and newly developed sites. Regional Director, Marcie Vega, and our DAS, Felicia Gaither visited OHA for a quick tour to highlighting housing struggles in Oakland, as well as the long term, multi-phased

Brooklyn Basin, which is nearing completion as examples of HUD funding and committed reserves being spent effectively and judiciously to create stellar new affordable housing.

## Position OHA as a Sustained Leader in the Preservation of Units and Expansion of Affordable Housing



OHA celebrated 85 years of service during the FY hosting many valued partners, both new and old, and while reminiscing on past accomplishments, re-doubled efforts to provide quality and affordable housing to low-income families going forward. The FY 2023 MTW Annual Report describes the strategies OHA used to fulfill its commitment to increase housing choice and affordability, and how OHA achieved a 97.8% preliminary baseline number of families served.

While it was exhilarating to review all the progress through the years in creating new housing choices for the families in Oakland since OHA was founded in 1938, staff diligently completed milestones. Brooklyn Basin Phase 3, known as Foon Lok West, achieved full lease up of the 130 new units of affordable housing and began construction on Foon Lok East, the final phase of this multi-year project adding over 3,000 new units of housing in total, 465 being affordable. OHA's pipeline of development projects yielded pre-development funding to assist 3 sites, 500 Lake Park, 285 12<sup>th</sup> Street and Mandela Station Affordable, adding a future 358 new units of housing for Oakland.



## Expand Board Knowledge of OHA and its Affiliates

OHA values the many contributions and insights from its board members and strived to expand and tap into their knowledge with a strategic planning retreat at the end of the FY. OHA ensured that the board members received more comprehensive monthly reporting by creating and including easy to read departmental dashboards.



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

The FY 2023 MTW Annual Plan and Report, once approved, are available on OHA's website at [www.oakha.org](http://www.oakha.org)

## Section II. General Housing Authority Operating Information

### A. Housing Stock Information

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

#### Public Housing

The public housing portfolio maintained over 97% occupancy rate overall. Oak Grove North and South is a 151-unit senior housing development comprised of two buildings, 76 units in Oak Grove North and 75 units in Oak Grove South, including a manager's unit in each. The project was converted to a tax credit partnership with 149 project-based vouchers through a HUD approved disposition. OHA completed the substantial rehabilitation of Oak Grove North and Oak Grove South in FY 2022 and successfully converted all construction financing to permanent March 2023.



Harrison Towers was approved for disposition. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays securing the tax-exempt bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. In FY 2023, implementation of the approved Relocation Plan began; during the FY seven (7) residents were relocated from the property and an additional eight (8) resident applications were pending approval. The team continued working with the structural engineer, architect, and general contractor to conduct a deeper analysis of the seismic upgrade program to minimize impacts to residential units and achieve higher cost efficiency while maintaining the same building safety objectives. Additionally, the process to select a highly qualified joint venture partner capable of securing a tax-exempt bond and 4% Low Income Housing Tax Credit allocation in this new and highly competitive field was initiated.



Harrison Towers

OHA planned on evaluating the feasibility of converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers in FY 2023, but priorities shifted during the year. RAD conversions for Lion Creek Crossings Phase I, II, III and IV are not moving forward at this time, as OHA and the project owners are instead focusing on buying out the investor limited partners. Completion of the limited partner buyouts for these developments is expected during FY 2024.

#### 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 180 households per month and OHA averaged 114 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 2023, OHA served an average of 6 families through PACT. With the appointment of a new sheriff, and focusing on other priorities, this program has seen reduced number of referrals in FY 2023. The partnership with the ASCO was ended during the FY, and this program will have to be retooled for future use.

### 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 2023, but experienced some challenges with staff turnover and decreased utilization. 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 311 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. OHA served 188 families per month during FY 2023.

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 2023, 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 an HCV. This program has the capacity to serve up to 50 families per month and in FY 2023, OHA averaged 9 families assisted per month. This program will need to be reevaluated for future use.

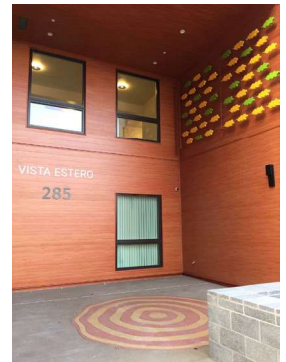
**BB THP+** is a short-term program designed to extend the runway of assistance and help create a pathway to economic stability for people exiting the foster care system. OHA utilized the County of Alameda's 2017 RFP as the competitive selection process to award housing assistance funding to First Place 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. Given that OHA can only take direct

referrals, and cannot open a waitlist for this program, OHA struggled to utilize the programs full capacity. The program capacity can serve up to 50 families per month and in FY 2023 OHA served an average of 11 families per month. Our partners encountered difficulties finding youth that meet the specific criteria for this program.

**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 20 families per month during the FY, just short of the projected 23 families.

### **Development of New Affordable Units**

During FY 2023, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. In May 2022, construction was completed at Foon Lok West (Brooklyn Basin Project 3) and leasing was initiated for 130 family units, by August 2022 all new units were leased up. During FY 2023, 61% of construction was completed for Foon Lok East (Brooklyn Basin Project 4). OHA provided predevelopment funding to 500 Lake Park, a 53-unit mixed-use affordable housing development, and 285 12<sup>th</sup> Street, a planned 65-unit project. OHA approved a Term Sheet for contributions of predevelopment funding, construction and permanent financing, and Section 8 Project-Based Vouchers for Mandela Station Affordable, a 240-unit affordable housing development which is part of a transit-oriented development master plan at the West Oakland BART station.



Brooklyn Basin – Vista Estero

See appendix B for an overview of housing developed using mixed financing and low-income housing tax credits (LIHTC). Overall, OHA has developed over 2,400 units in mixed finance sites, of which 1,111 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 the HCV program, with about 11,262 of those families served using a traditional tenant-based or project-based subsidy. Approximately 101 of the vouchers are reserved for the Family Unification Program, 85 are reserved for the Non-Elderly Disabled (NED) program. Non-MTW vouchers are comprised of 212 vouchers for the Mainstream program, 49 vouchers are allocated for the Foster Youth to Independence (FYI) programs, 526 Veteran Affairs Supportive Housing (VASH) Vouchers, and 515 vouchers are allocated for the Emergency Housing Voucher (EHV) program. Additionally, OHA administers approximately 69 vouchers through the HCV homeownership program.

### **Project-Based Vouchers**

In FY 2023, OHA added an additional 159 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2023 plan, OHA indicated an additional 225 PBVs would be added throughout Oakland, but did not reach that goal.

OHA initially planned on submitting an application to convert the public housing units to PBVs at four mixed-finance properties through the first component of the RAD program. These sites included Lion Creek Crossing Phases 1 through 4 for a total of 157 additional PBV units. However, during the fiscal year, OHA decided to prioritize other activities and did not submit an application.

Foon Lok East, previously known as Brooklyn Basin 4, (61 units), W Grand and Brush (28 units), 7<sup>th</sup> and Campbell (39 units), and Ancora Place (31 units) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2023.

Friendship Senior Housing (34 units), 285 12<sup>th</sup> Street (16 units), and 3801 MLK Family Housing (16 units) did not manage to enter into a AHAP contract at the end of FY2023. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the mean reason for the delays.

In FY 2023, OHA did not award any new PBVs. A list of all PBV sites is included in Appendix A.

**Table 1: Actual New Project-Based Vouchers**

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

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Foon Lok East (Previously known as Brooklyn Basin 4)	61	61	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland 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.
3801 MLK Family Housing	16	0	Pending	No	3801 MLK will be for families and households with special needs. It will the diverse housing needs for Oakland families and households ranging from 30%-50% AMI. The project failed to enter into AHAP in FY2023 due to unavailability of funding, construction financing, and tax credit.
W Grand and Bush	28	28	Committed	No	West Grand and Brush involves new construction of 59 units. 28 of these units will be PBV units. The project will provide supportive services including referrals to community resources and benefits, case

					management, parenting training, life skills training, financial planning, job counseling, conflict resolution, mental health services, and individual and group substance abuse recovery.
7 <sup>th</sup> and Campbell	39	39	Committed	No	7 <sup>th</sup> and Campbell involves new construction of 79 units. 39 of these units will be PBV units. The project will provide supportive services through partnership with Building Opportunities for Self Sufficiency (BOSS). Residents will have access to essential supportive services, including: Employment & OJT placement/training; Education assistance/benefits information; Financial counseling/debt counseling; Childcare assistance; Legal and Family law services; Life skills/soft skills; Therapy; Domestic violence counseling; and Food bank/meal support services.
Ancora Place	31	31	Committed	No	Ancora Place is a 77-unit family project located at 2227-2257 International Blvd. This development will bring a beautiful mid-block building to the San Antonio neighborhood in Oakland. The proposed building will be five stories and include a community room, services office, on-site manager, 5th floor event space, common laundry room and a beautiful courtyard that will be enjoyed by residents. Ancora has received funding from the City of Oakland's voter approved, Measure KK for improved infrastructure and affordable housing.
Friendship Senior Housing	34	0	Pending	No	Friendship Senior Housing is 100 percent senior housing development targeting homeless and veterans at 30 percent Area Median Income or below. CHDC will partner with Adobe Services and East Bay innovations to provide case management services. The project failed to enter into AHAP in FY 2023 due to unavailability of funding, construction financing, and tax credit.
285 12 <sup>th</sup> Street	16	0	Pending	No	A new partnership deal with EBALDC that was in the pre-development phase. This project entails construction of a new 65-unit affordable housing building with 3,500 square feet of commercial space on a former parking lot at 12 <sup>th</sup> and Harrison St. in downtown Oakland. The project failed to enter into AHAP in FY 2023 due to unavailability of funding, construction financing, and tax credit.
Lion Creek Crossing 1-4	157	0	Pending	Yes	The Lion Creek Crossings project is a multi-phased development with 157 of public housing that planned to be converted to PBV units through RAD in East Oakland for low-income families. OHA did not seek to convert this project to RAD in FY 2023.

382

159

Planned/Actual Total Vouchers Newly Project-Based

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

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

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



A number of projects did not go under AHAP contract in FY 2023 as projected, leading to less actual Project Based Vouchers. They were delayed due to unavailability of funding, construction financing, and tax credits. OHA did not seek to convert Lions Creek Crossing, sites 1-4, to RAD during the FY.

**Table 2: Actual Existing Project-Based Vouchers**

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

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Mandela Gateway	30	30	Leased/Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Altenheim Senior Housing Phase I	23	23	Leased/Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.
Lion Creek Crossings II	18	18	Leased/Issued	No	The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units.
Madison Apartments	50	50	Leased/Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek Crossing III	16	16	Leased/Issued	No	The 3 <sup>rd</sup> 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.
14 <sup>th</sup> 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 4 <sup>th</sup> 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 2 <sup>nd</sup> phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013.
Slim Jenkins Court	11	11	Leased/Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	15	Leased/Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	25	Leased/Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in the Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.

Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
AveVista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11 <sup>th</sup> 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 28 <sup>th</sup> Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Paseo Estero and Vista Estero (formerly known as Brooklyn Basin 1 and 2)	132	132	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects—four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Empyrean	32	32	Leased/Issued	No	The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Leased in Jan. 2019.
Camino 23	26	26	Leased/Issued	No	An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs.
Oak Groves – North and South	152	152	Leased/Issued	No	Two residential buildings in downtown Oakland with 152 units of senior housing, 77 units in Oak Grove South and 75 units in Oak Grove North. Both were built in the early 1980s.
Rosa Park	11	11	Leased/Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.
Adeline St. Lofts	20	20	Leased/Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	13	Leased/Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	10	Leased/Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.

Oak Park Apartments	10	10	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94 <sup>th</sup> 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 21 <sup>st</sup> Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.
International Blvd. Apartments	18	18	Leased/Issued	No	The project, located at 6600 International Blvd. and 1406 Seminary Avenue, serves individuals and families with disabilities. It is an affordable 30-unit housing development that is within close proximity to public transit. The 18 PBV subsidies will be attached to 6 one-bedrooms, 9 two-bedrooms, and 3 three-bedrooms. Resident services are not available on-site, but residents have access to RCD's resident services programs.
Fruitvale Transit Village – Phase IIA	66	66	Leased/Issued	No	An affordable housing project of 94 units in Fruitvale district of Oakland for low-income/VASH families. An AHAP for 66 PBV was executed in 2017.
Courtyards at Acorn	27	27	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
The Town Center	50	50	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
Bishop Roy C. Nicholas	16	16	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	50	Leased/Issued	No	New construction of a 5-story apartment building with 50 units affordable to low-income seniors (aged 62+). The project is at 100% supportive housing development. The project will demolish an existing building and parking to that occupy the site.

<b>Nova Apartments</b>	<b>56</b>	<b>56</b>	<b>Leased/Issued</b>	<b>No</b>	<b>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.</b>
<b>Aurora Apartments</b>	<b>43</b>	<b>43</b>	<b>Leased/Issued</b>	<b>No</b>	<b>New construction of 43 affordable units which will replace a vacant 1,000 sqft industrial building. The project includes permanent supportive housing for individual's currently experiencing homelessness.</b>
<b>Coliseum Place</b>	<b>37</b>	<b>37</b>	<b>Leased/Issued</b>	<b>No</b>	<b>An affordable housing project with 37 PBV which will be attached to 9 units for households who are homeless or at for homelessness, 6 units for HOPWA eligible households, and 22 units for low-income families.</b>
<b>Oak Street Apartments</b>	<b>25</b>	<b>25</b>	<b>Leased/Issued</b>	<b>No</b>	<b>An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. The project will serve low-income seniors in particular.</b>
<b>Eastside Arts and Housing</b>	<b>10</b>	<b>10</b>	<b>Leased/Issued</b>	<b>No</b>	<b>An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland</b>
<b>Sylvester Rutledge Manor</b>	<b>64</b>	<b>64</b>	<b>Leased/Issued</b>	<b>No</b>	<b>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.</b>
<b>Fruitvale Studios</b>	<b>12</b>	<b>12</b>	<b>Leased/Issued</b>	<b>No</b>	<b>Fruitvale Studios is the rehabilitation of 24 studios in an enriched service environment. The PBV-subsidy will be provided to 12 units set aside for low-income residents.</b>
<b>Fon Lok West (formerly known as Brooklyn Basin 3)</b>	<b>65</b>	<b>65</b>	<b>Leased/Issued</b>	<b>No</b>	<b>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.</b>
<b>95<sup>th</sup> and International</b>	<b>27</b>	<b>27</b>	<b>Committed</b>	<b>No</b>	<b>The Project is the second phase of the previously completed 94th and International project located across the street. This development is important to the continued revitalization and preservation of affordable housing in East Oakland.</b>

Kenneth Henry Court (add'l units under RFQ16-008)	15	15	Lease/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.
Fruitvale Transit Village - Phase IIB	75	75	Committed	No	Fruitvale Transit Village Phase IIB, a new construction of 94 affordable units, is the third development in the Fruitvale Transit Village, immediately adjacent to the BART station in Oakland's Fruitvale neighborhood.
Foon Lok East (formerly known as Brooklyn Basin 4)	0	61	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland 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.
7th and Campbell	0	39	Committed	No	7th and Campbell involves new construction of 79 units. 39 of these units will be PBV units. The project will provide supportive services through partnership with Building Opportunities for Self Sufficiency (BOSS). Residents will have access to essential supportive services, including Employment & OJT placement/training; Education assistance/benefits information; Financial counseling/debt counseling; Childcare assistance; Legal and Family law services; Life skills/soft skills; Therapy; Domestic violence counseling; and Food bank/meal support services.
West Grand and Brush	0	28	Committed	No	West Grand and Brush involves new construction of 59 units. 28 of these units will be PBV units. The project will provide supportive services including referrals to community resources and benefits, case management, parenting training, life skills training, financial planning, job counseling, conflict resolution, mental health services, and individual and group substance abuse recovery.
Ancora Place	0	31	Committed	No	Ancora Place is a 77-unit family project located at 2227-2257 International Blvd. This development will bring a beautiful mid-block building to the San Antonio neighborhood in Oakland. The proposed building will be five stories and include a community room, services office, on-site manager, 5th floor event space, common laundry room and a beautiful courtyard that will be enjoyed by residents. Ancora has received funding from the City of Oakland's voter approved, Measure KK for improved infrastructure and affordable housing.



\* Figures in the “Planned” column should match the corresponding Annual MTW Plan.

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

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

In FY 2023, OHA added an additional 159 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2023 plan, OHA indicated an additional 225 PBVs would be added throughout Oakland but did not reach that goal.

OHA initially planned on submitting an application to convert the public housing units to PBVs at four mixed-finance properties through the first component of the RAD program. These sites included Lion Creek Crossing Phases 1 through 4 for a total of 157 additional PBV units. However, during the fiscal year, OHA decided to prioritize other activities and did not submit an application.

Foon Lok East, previously known as Brooklyn Basin 4, (61 units), W Grand and Brush (28 units), 7<sup>th</sup> and Campbell (39 units), and Ancora Place (31 units) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2023.

Friendship Senior Housing (34 units), 285 12<sup>th</sup> Street (16 units), and 3801 MLK Family Housing (16 units) did not manage to enter into at a AHAP contract at the end of FY2023. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the mean reason for the delays.

In FY 2023, OHA did not award any new PBVs. A list of all PBV sites is included in Appendix A.

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

During FY 2023, OHA supported the development of affordable housing stock by other developers in Oakland. At Brooklyn Basin, 100% occupancy was maintained for Projects 1 and 2 (Paseo Estero and Vista Estero) adding 211 affordable units, 132 of which are assisted with PBV subsidy. In May 2022, construction was completed for Project 3, adding 130 units for families and formerly homeless households at Foon Lok West, by August 2022, 100% occupancy was achieved. Construction began on Project 4, 124 units for families and formerly homeless households at Foon Lok East, at the end of the last FY (June 2022) and has achieved 61% completion during the FY.

OHA provided predevelopment funding to 500 Lake Park, a 53-unit mixed-use affordable housing development, and 285 12<sup>th</sup> Street, a planned 65-unit project. OHA approved a Term Sheet for contributions of predevelopment funding, construction, and permanent financing, and Section 8 Project-Based Vouchers for Mandela Station Affordable, a 240-unit affordable housing development which is part of a transit-oriented development master plan at the West Oakland BART station.

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

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

During FY 2023, OHA supported the development of affordable housing stock by other developers in Oakland. At Brooklyn Basin, 100% occupancy was maintained for Projects 1 and 2 (Paseo Estero and Vista Estero) adding 211 affordable units, 132 of which are assisted with PBV subsidy. In May 2022, construction was completed for Project 3, adding 130 units for families and formerly homeless households at Foon Lok West, by August 2022, 100% occupancy was achieved. Construction began on Project 4, 124 units for families and formerly homeless households at Foon Lok East, at the end of the last FY (June 2022) and has achieved 61% completion during the FY.

OHA provided predevelopment funding to 500 Lake Park, a 53-unit mixed-use affordable housing development, and 285 12<sup>th</sup> Street, a planned 65-unit project. OHA approved a Term Sheet for contributions of predevelopment funding, construction, and permanent financing, and Section 8 Project-Based Vouchers for Mandela Station Affordable, a 240-unit affordable housing development which is part of a transit-oriented development master plan at the West Oakland BART station.

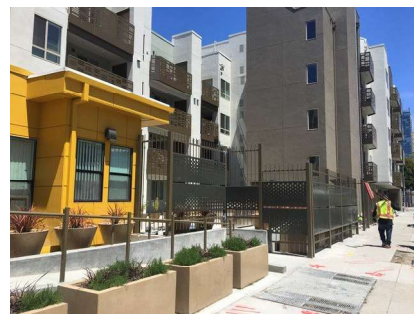
## General Description of Actual Capital Expenditures during the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2023, OHA expended \$7.3 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.

Public housing sites receiving capital expenditures in FY 2023 included Campbell Village, Lockwood Gardens and Peralta Village. Major repairs were made to the exterior of Campbell Village and rehabilitation and modernization projects were completed at Lockwood Gardens and Peralta Village.

OHA expended MTW funds for predevelopment expenses at 500 Lake Park in the amount of \$481,479 in FY 2023. The 500 Lake Park Project, in partnership with EAH Housing, is planned to include 53 units for low-income families, of which 14 units will receive VASH subsidies, and 3,000 square feet of ground floor commercial space.

OHA expended MTW funds to advance the 285 12<sup>th</sup> Street development which, in partnership with the East Bay Asian Local Development Corporation, will include 65 new affordable units for low-income families and 3,500 square feet of ground floor commercial space. OHA closed on a bridge loan and disbursed \$251,046 predevelopment funding in FY 2023.



Oak Grove North

OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. As of June 30, 2022, both Oak Grove North and Oak Grove South achieved 100% construction completion and successfully converted all construction financing to permanent in March 2023. Staff are working towards the project's final 8609 Placed in Service approval.

OHA expended \$370,724 in FY 2023 to continue predevelopment work on Harrison Tower, a current 101-unit senior public housing site that was approved for disposition along with Oak Groves on July 5, 2018. OHA plans to utilize tax exempt bond financing and 4% Low Income Housing Tax credits to substantially rehabilitate and retrofit Harrison Tower. Construction closing is projected to be Spring 2025.

OHA expended \$22,900 in FY 2023 to begin the process of updating the architectural and financial feasibility analyses of 15<sup>th</sup> & Harrison. This is currently an OHA-owned parking lot, that will potentially become a partnership project in the future.

OHA expended \$205,143 for option payments and due diligence costs for the prospective site acquisition at 1600 Harrison Street. This is a prospective new acquisition of a vacant commercial building that planned to be demolished for a new construction affordable residential project.

On January 20, 2023, OHA purchased the Investor Limited Partners' interest in Lion Creek II, a 146-unit HOPE VI development, for \$1,000 thus assuming ownership of the ILP's 99.99% ownership share of the limited partnership, Lion Way Housing Partners, L.P.

### 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.

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## B. Leasing Information

### Actual Number of Households Served

Throughout the last FY, the rental market in Oakland has demonstrated relative stability compared to other major cities in America. Approximately 59 percent of housing units are occupied by renters. While rent prices remain notably high in the Bay Area, Oakland ranks 35<sup>th</sup> most expensive large city in the United States. However, median rent has experienced a modest decline of 5.8% during the FY.

According to Apartment List<sup>1</sup>, the median rent for a one-bedroom unit was \$1,479 in June 2023, whereas the national average was \$1,175. Compared to national averages, Oakland's rents are 17.5% more expensive than the national average. Additionally, the average rent for a 2 bedroom in Oakland slightly decreased by 3.6% during the FY, dropping from \$2,850 July 2, 2022 to \$2,747 on July 1, 2023. Despite this decline, Oakland's rental market remains dynamic, presenting ongoing challenges for voucher holders seeking accommodations. A continuation of the declining rent, coupled with implementation of the MTW Flexibility to use 150% of the payment standard established by the Exception Payment Standards Hubs, could enhance the competitiveness of residents in the Oakland rental market. This could be especially beneficial in hubs with low voucher presence and low

<sup>1</sup><https://www.apartmentlist.com/rent-report/ca/oakland>

concentrations of poverty, although the planned implementation of the Exception Payment Standards did not proceed as anticipated during the FY.

Rents have slightly declined but the population of unhoused people in Oakland is extremely high, and homelessness ranks as the most urgent issue the city needs to address for residents.<sup>2</sup> Since 2015, the homeless population has increased by 131%, and with over 5,000 individuals, both sheltered and unsheltered, Oakland accounts for half of the homeless population in Alameda County. According to the latest Point in Time count, the number of people grew, the growth rate of Oakland's homeless population has slowed. The growth rate during 2017-2019 was 47%, compared to 24% during the years 2019-2022. This could be in part due to the homeless prevention measures put into place during the pandemic, including the rental assistance programs and local eviction moratoriums to prevent evictions due to COVID related financial burdens. The City's emergency eviction moratorium remained in place through the FY and prevented most evictions in Oakland. OHA saw a modest decrease in HCV utilization, OHA implemented multiple strategies using local non-traditional programs and PBV strategies discussed in Section II.A. to bolster utilization during the program year.

BAY AREA / EAST BAY  
Oaklanders say homelessness is the most urgent issue facing the city

Sarah Ravant  
March 3, 2023 | Updated: March 3, 2023 7:38 p.m.



OHA successfully served approximately 95 percent of the number of families possible through all MTW programs, marking a slight decrease from the previous years where OHA achieved 100 percent served. The projected number of households served was 14,518, while OHA ultimately served 13,831 families. Reasons for the decrease include a decline in families served through local, non-traditional programs, and a slight decrease in number of families served in 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 maximize the families served.

### **Public Housing**

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained adequate leasing levels. Across the 13 sites, OHA maintained a 97.05 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,336 families in them each month. This is slightly below the number projected in the Plan because units are purposely being held vacant and designated as demo/dispo units to complete the Harrison Tower disposition. Even though the state COVID emergency was terminated in February of 2023, COVID impacted staff's ability to work without interruptions due to the internal protocols for isolation. COVID also resulted in applicants' ability to respond to the interview invitations in a timely manner, thus impacting the leasing time, and ultimately, the occupancy at public housing sites.

### **Local, Non-traditional**

OHA continued partnerships with developers and successfully completed construction on Project 3, called Foon Lok West, at Brooklyn Basin in FY 2022, adding 130 affordable units. PBV subsidies

<sup>2</sup> <https://www.sfchronicle.com/eastbay/article/oakland-homelessness-survey-priority-17816397.php>

assisted 65 units, and non-traditional subsidies assisted 64 units. In FY 2023, OHA leased up the final 48, newly constructed, Local Non-Traditional (LNT) units that were not leased in FY 2022.

Participation in OHA local, non-traditional programs (both tenant-based and property-based) increased overall but saw a decline in utilization in some 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 10 families served monthly as participant families elected to move with tenant-based vouchers.

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 114, a 25% increase from last FY. Staff turnover and retention proved to be a challenge with partners, and while families served increased OHA was unable to meet the 140-family projected benchmark.

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 150 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 and administrative issues, the program served 38 families in FY 2023, which was less than projected, but more than last year.

During the FY, OHA struggled to maintain the number families enrolled through BB-THP+ and served an average of 11 families monthly, falling below the target benchmark of 25 families. The program suffered from recurring HQS fails and delays in inspections due to COVID and landlords being unwilling to make repairs to remain in the program, but instead preferring to rent to unassisted tenants. Additionally, the partners had trouble finding youth to meet the specific criteria of this program and staff turnover affected the number of referrals.

OHA projected to serve approximately 35 families per month in FY 2023 through the Building Bridges-CalWORKs program and successfully served an average of 9 families monthly. Challenges to achieving the projected goals were long eligibility screening times and the requirement that participants must stay employed to remain in the program, as some were affected by COVID related layoffs. Using direct referrals led to challenges, as partners struggled to send us an adequate number of referrals. In July 2022, CalWORKs served 19 families and by June 2023, only 10 families were served. Additional partners may need to be contracted in the future to increase utilization of these programs.

The site-based family unification/re-entry program PACT served on average 6 families, lower than the 13 families projected at the beginning of the year. Complications with the partners has led to the decline in families served.

The Homekey partnership, described in the plan and in activities #11-03 and #10-06, were not able to be utilized during this FY for a number of reasons. OHA anticipated three sites, including Coliseum Way, Piedmont Place, and the Phoenix to begin construction during the FY. Piedmont Place did not finalize a partnership with OHA, the Phoenix did not receive Homekey funding. Coliseum Way is still in the pipeline but has not broken ground due to permitting delays. OHA anticipated serving around 180 families with this program during the FY but was unable to meet this goal due to unforeseen delays.

Building Bridges Key to Home, launched during FY 2021, and projected to serve 23 families during FY 2023. OHA successfully served an average of 20 families monthly during FY 2023, falling short of the benchmark.

Overall, projected families served for tenant-based local non-traditional programs was 201 and OHA fell short of this projection and served approximately 164 families, mainly due to shortfalls in the CalWORKS and THP+ programs.

### **Housing Choice Voucher**

During the reporting year, OHA worked diligently to maintain voucher utilization using traditional and MTW related strategies. OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program and OHA used the portability restriction activity to limit ports to adjacent communities. Resources were dedicated to coaching participants on being good prospective tenants and how to prepare competitive applications, security deposit assistance was available for voucher holders. While voucher utilization remained a priority, OHA faced challenges with staffing that impacted the leasing of vouchers. OHA was able to serve 11,262 households in the MTW Housing Choice Vouchers program, not meeting the target of 11,419 households.

To address this decline, OHA continued marketing and rollout of existing owner incentives to retain and recruit new owners and improve utilization. OHA saw increased utilization of owner incentive payments, with 278 new landlords recruited (a 13% increase from the prior year). Over a million dollars was paid out in \$1,000 leasing bonuses, 1,038 bonuses paid out over all programs, and 548 bonuses specifically to MTW owners, no new contracts signed via pre-inspections due to shifted priorities to preform regular inspections during the COVID-19 pandemic and 128 owners receiving the benefit of vacancy loss payments. Owner recognition, education and other services were resumed during the FY as pandemic related restrictions were lifted, in person utilization of these services slowly increased throughout the FY. The incentives are discussed in Section IV, Activity #17-01. With the award and acceptance of new Stability Vouchers (SVs) in April, OHA plans use the successful techniques used for Emergency Housing Vouchers (EHVs) to achieve lease up quickly for SVs.

### **Project-based Voucher**

In FY 2023, OHA added an additional 159 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction.

OHA initially planned on submitting an application to convert the public housing units to PBVs at four mixed-finance properties through the first component of the RAD program. These sites included Lion Creek Crossing Phases 1 through 4 for a total of 157 additional PBV units. However, during the fiscal year, OHA decided to prioritize other activities and did not submit an application.

In the FY 2023 plan, OHA indicated an additional 225 PBVs will be added throughout Oakland. However, OHA only added 159 PBV units during FY 2023.

Foon Lok East, previously known as Brooklyn Basin 4, (61 units), W Grand and Brush (28 units), 7<sup>th</sup> and Campbell (39 units), and Ancora Place (31 units) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2023.

Friendship Senior Housing (34 units), 285 12<sup>th</sup> Street (16 units), and 3801 MLK Family Housing (16 units) did not manage to enter into a AHAP contract at the end of FY2023. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the main reason for the delays.

In FY 2023, OHA did not award any new PBVs. 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 (OHAPD) collaborated to facilitate community-building events and offer supportive services to families through our Education and Employment Initiatives to help families achieve self-sufficiency and life goals. Both East and West Oakland administrative offices re-opened Wi-Fi-connected computer labs, previously closed due to COVID, to assist with the waitlist opening for Peralta Village and Lockwood Gardens, and allow residents to conduct job searches, training, and educational pursuits. Computer labs were utilized by 225 non-OHA participants. Additionally, FCP operated its community food pantries to promote healthy food choices for all, including a new partnership with DoorDash to deliver food bags to elderly and disabled residents living in Campbell Village and OAHPI developments. Food pantries at Lockwood Gardens and Peralta Village shifted back to on-site food pantries, utilizing the client-choice shopping model, 327 of which were non-OHA participants. FCP assisted OHAPD with the Winter Wonderland Celebration for the first time since COVID, to support families with toys and a Chromebook. Twenty (20) non-OHA participants were in attendance. The summer lunch program resumed for youth at Peralta Village and Lockwood Gardens; 86 participants were non-OHA residents. FCP held multiple employment-related events for community members seeking employment, attended by 822 non-OHA households. Overall, OHA assisted 1,480 non-OHA residents with supportive services during the FY.



<b>Table 5: Actual Number of Households Served</b>				
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	17,028	16,032	1,419	1,336
MTW Housing Choice Vouchers Utilized	138,312	135,144	11,526	11,262
Local, Non-Traditional: Tenant-Based	2,676	1,728	223	144
Local, Non-Traditional: Property-Based	16,200	13,068	1,350	1,089
Local, Non-Traditional: Homeownership	0	0	0	0
<b>Planned/Actual Totals</b>	<b>174,216</b>	<b>165,972</b>	<b>14,518</b>	<b>13,831</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 housing choice voucher programs and falling short of targets in various LNT programs.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned ^^	Actual	Planned ^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) – new tax credit units in service as of FY 2023	780	744	65	62
Property-Based	Fund Affordable Housing Development Activities (08-01) – Existing Tax credit units in service at beginning of FY 2023	9,792	9,756	816	813
Tenant-Based	Local Housing Assistance Program (10-06)	2,676	1,728	223	144
Property-Based	Local Housing Assistance Program (10-06) BB-KTH	276	240	23	20
Property-Based	Local Housing Assistance Program (10-06) Homekey	1,416	0	118	0
Property-Based	PBV Transitional Housing Programs (11-05)- PACT and Building Bridges	888	528	74	44
Property-Based	PBV Transitional Housing Programs (11-05)-Homekey	744	0	62	0
Property-Based	SRO/Studio Apartment Preservation Program (11-03)- Building Bridges	2,304	1,800	192	150

<b>Total</b>		<b>18,876</b>	<b>14,796</b>	<b>1,573</b>	<b>1,233</b>
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\* 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	123	1,480

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

### MTW Public Housing

With vacancy rates hovering at 3% or less, public housing did not experience leasing challenges that required solutions. OHA committed to rightsizing families to appropriately sized units to continue to maximize efficient use of the housing stock and used the Standardized Transfer Policy to move families



to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA began renovations on Harrison Towers.

### **MTW Housing Choice Voucher**

As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced a decrease in utilization. OHA focused on providing services to residents to present more competitive applications with rental assistance coaching and application preparation assistance using its Housing Navigator program.

Other strategies utilized in the HCV program included:

- sign on bonuses to recruit new owner participants (278 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units, 96 MTW owners participated, and 32 non-MTW owners participated. (\$354,965 spent for MTW owners and \$77,620 spent for non-MTW owners) Units had an average vacancy period of 86 days.
- prequalifying inspections to expedite the lease up process – this was suspended during FY 2023 due to COVID
- owner appreciation efforts which normally occur in May were planned in FY 2023, but did not occur until after the FY end
- the Capital Improvement Loan program was modified and piloted for EHV owners in FY 2022. The program awarded up to \$2,250 for approved repairs to bring units into HQS compliance and \$83,850 was spent in FY 2023 to assist 75 owners.

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 needs, OHA expanded local service-enriched special needs housing by increasing the families served in the new BB-KTH program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burden this "hard to house" client base, and OHA with its partners continued to work diligently to support the families to the point of sustained housing stability. Additionally, OHA saw partners experience challenges with finding interested clientele, staff turnover, and COVID related leasing delays with procedural changes and issues with units passing HQS inspections. Participant desire to live outside of Oakland has also caused challenges with utilization of these special programs. Some of these local programs will have to be redesigned or retooled for future use to increase utilization.

**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
<b>MTW Public Housing</b>	With vacancy rates hovering at 3% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriately sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA finished renovations on Oak Grove North and South, but construction was completed during the FY and all residents were relocated back into newly renovated units.
<b>MTW Housing Choice Voucher</b>	<p>As discussed in <u>Actual Number of Households Served</u>, the HCV program, OHA's largest program, experienced a decrease in utilization. OHA focused on providing services to residents to present more competitive applications with rental assistance coaching and application preparation assistance using its Housing Navigator program.</p> <p>Other strategies utilized in the HCV program included:</p> <ul style="list-style-type: none"> <li>• sign on bonuses to recruit new owner participants (278 new owners added)</li> <li>• vacancy loss funds to offset delays in re-leasing existing HCV units, 96 MTW owners participated, and 32 non-MTW owners participated. (\$354,965 spent for MTW owners and \$77,620 spent for non-MTW owners) Units had an average vacancy period of 86 days.</li> <li>• prequalifying inspections to expedite the lease up process – this was suspended during FY 2023 due to COVID</li> <li>• owner appreciation efforts which normally occur in May were planned in FY 2023, but did not occur until after the FY end</li> <li>• the Capital Improvement Loan program was modified and piloted for EHV owners in FY 2022. The program awarded up to \$2,250 for approved repairs to bring units into HQS compliance and \$83,850 was spent in FY 2023 to assist 75 owners.</li> </ul> <p>A full description of OHA's activities to commit and lease PBVs is available in <u>Section II A – Housing Stock Information and Appendix B</u>.</p>
<b>Local, Non-Traditional</b>	To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population needs, OHA expanded local service-enriched special needs housing by increasing the families served in the new BB-KTH program, to help assist homeless families with children transitioning out of supportive housing programs in partnership with the City of Oakland and local expert providers. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. Populations served included those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system, emancipated foster youth and families working within the CalWorks program. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burden this "hard to house" client base, and OHA with its partners continued to work diligently to support the families to the point of sustained housing stability. Additionally, OHA saw partners experience challenges with finding interested clientele, staff turnover, and COVID related leasing delays with procedural changes and issues with units passing HQS inspections. Participant desire to live outside of Oakland has also caused challenges with utilization of these special programs. Some of these local programs will have to be redesigned or retooled for future use to increase utilization.

**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	303	Closed	No
Housing Choice Voucher: Project-Based – OHA Managed	Site-Based	340	Closed	Yes.
Housing Choice Voucher: Project-Based – Third Party Managed	Site-Based (Third Party Managed)	41,944	Open	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	500	Closed	No
Public Housing – Third Party Managed	Site-Based (Third Party Managed)	1,522	Closed	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.

**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 list(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	5 waitlist sites had openings throughout the year.
Housing Choice Voucher: Project-Based- Third Party Managed	Tassafaronga has an ongoing open waitlist for 4-bedroom size units. The waitlist at Emperyan Towers was opened in April 2023.
Public Housing – OHA Managed	None
Public Housing- Third Party Managed	None.

## D. Information on Statutory Objectives and Requirements

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

Approximately, 96 percent of the families in OHA’s traditional programs were very low-income, which exceeds the statutory requirement by over 20 percent. About 86 percent of the families’ served in local, non-traditional programs incomes fall below the very low-income threshold, which amounts to approximately \$73,950 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	44
49%-30% Area Median Income	41
Below 30% Area Median Income	77
<b>Total Local, Non-Traditional Households Admitted</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

**Baseline Mix of Family Sizes Served (upon entry to MTW)**

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	705	3158	0	3,863	30%
2 Person	745	2853	0	3,598	29%
3 Person	596	1877	0	2,473	19%
4 Person	344	1318	0	1,662	13%
5 Person	169	588	0	757	6%
6 + Person	76	324	0	400	3%
<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 Year	Percentage of Households Served in Plan Year	Percentage Change from Baseline Year to Current Plan Year
1 Person	3,863	30%	7,081	47%	17%
2 Person	3,598	29%	3,884	26%	-3%
3 Person	2,473	19%	1,764	11%	-8%
4 Person	1,662	13%	1,473	10%	-3%
5 Person	757	6%	605	4%	-2%
6 + Person	400	3%	376	2%	-1%
<b>Total</b>	<b>12,753</b>	<b>100%</b>	<b>15,183</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 81 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	4	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	65	Successful Exit during and after the 12 or 24 months.
PBV Transitional Housing Programs / 11-05 – Building Bridges SRO, Shared and Transitional Housing	12	Number of Households who maintain housing for at least 6 months.
Households duplicated across activities/definitions	N/A	
<b>Total Households Transitioned to Self Sufficiency</b>		<b>81</b>

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

**Table 12: Approved MTW Activities: HUD Approval Previously Granted**

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Recertifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> <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,</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

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



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

## A. Implemented Activities

**Table 13: Implemented Activities**

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

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

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

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

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



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

- Vacancy loss payments of up to two months—HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. Based on average HAP amounts, total costs for OHA to implement vacancy loss payments for FY 2023 was \$354,965 for MTW households and \$77,620 for non-MTW households serving 128 owners which was slightly up from FY 2022.
- 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 2023, OHA suspended expedited inspections due to the COVID-19 pandemic and as the pandemic eased, staffing needed to be ramped up to re—instate these inspections. Resources were shifted to conduct regular move-in inspections and as a result, no pre-qualifying inspections were performed in FY 2023.
- 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. In FY 2023, OHA made 10 payments totaling \$6,280 for the owner recognition program.
- New Landlord Incentive Payment – Provides new owner participants a one-time payment of \$1,000 upon execution of a new HAP contract, and other defined eligible criteria. OHA had 278 new landlords sign up for the program in FY 2023 which is an increase of 12.5% from FY 2022. OHA paid \$548,000 in \$1,000 bonuses to owners for MTW households.
- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6-month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6-month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on the program compliance team in leased housing to pursue any outstanding loan payments. In FY 2023, OHA paid \$28,479 to 22 MTW Owners in capital improvement payments.
- Homeownership Incentive – OHA will reimburse owners up to \$25,000 in closing related costs to cover inspections, sewer lateral work, and city and county transfer taxes for owners using title company closing statements and verified invoices, for owners willing to sell their house to an HCV participant who is currently renting the house through the HCV program. This was not utilized during the FY.

- Exception Payment Standards Hubs – OHA planned to establish exception payment standards up to 150% of the Fair Market Rents (FMRs) without HUD approval for owners and units that are in hubs with low voucher presence or low concentration of poverty. These hubs might include proximity to multiple transit resources and grocery/retail centers, schools within walking distance, recent tenant lease-up data, third-party market research information supporting the increase, forums with staff and residents, properties less than 10 years old, districts with high public school ratings/test scores, and/or low poverty and crime rates. This includes units that are fully accessible and meeting the requirements of the Uniform Federal Accessibility Standard (UFAS). This was not utilized during the FY.

**Actual Non-Significant Changes:** OHA increased the leasing bonus from \$500 to \$1000 and offers it to all owners instead of just new owners. OHA modified the “Capital Improvement Payment” to be a payment of up to \$2,250 for approved HQS fail repairs. This payment does not need to be repaid. Additional changes were proposed, but not utilized during the FY.

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

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

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

Standard OHA Metrics				
Number of New Landlords Recruited by Payment Incentive				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 75 (75% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 278	Yes. OHA greatly exceeded the benchmark.
Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).  Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096	Cost of task after implementation of the activity =(staff salary)* .10 hours * number of files = (\$46.14 * .10) * 800 = \$3,691	Actual cost of task in dollars after implementation of activity = \$46.14* .10 hours * 56 = \$258	Yes.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease)  Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 56 = 5.6 hours	Yes. It was exceeded.

**CE #3: Decrease in Error Rate of Task Execution**

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

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

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

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

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

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

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction. During FY 2023, OHA received a total of 485 requests for portability compared to the baseline of 1,100 total requests which is a drop of 56% in port requests overall and the number of requests has increased slightly over last year. Of the 485 requests received, 358 (74% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2023 many of the neighboring counties that were restricted did absorb ports. Sixty-one (61) requests to port were denied to a restricted county because the neighboring housing authority did not absorb them.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 58 vouchers ported to neighboring jurisdictions, which have not been absorbed.

Due to the restrictions imposed, the Oakland Housing Authority denied 61 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 number 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>				
<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).  Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,644 (50% reduction)	Actual cost of task after implementation = \$25,207 (based on 61 rejected requests)	No. The benchmark was not achieved.
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)	Actual cost of task after implementation = \$2,723 (58 annual average of ports administered)	Yes. The benchmark was exceeded.

Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776 = \$43,410 (57% reduction)	Actual cost of task after implementation = \$25,207+\$2,723= \$27,930 (72% reduction)	Yes. The benchmark was exceeded.
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**CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).  Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests =1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 358 requests = 537 hours	No.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 =1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 58 requests = 58 hours (95% 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 = 537 + 58 = 595 hours (reduction)	Yes. The benchmark was exceeded.

**MTW Activity #15-02: Modified Utility Allowance Policy**

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

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

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



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

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

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

<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 = \$1,255,115	Yes, the benchmark was greatly exceeded.
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) = \$0 (100% 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 + \$0 = \$10,228,812 (9% reduction)</b>	<b>Actual cost of task after implementation of the activity = \$1,255,115+ \$0 = \$1,255,115</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 Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 checks = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 checks = 0 hours	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 0 checks = 0 hours	Yes. The Benchmark was achieved.
<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).	Average error rate in completing a task as a percentage prior to implementation = 10%	Expected error rate in completing a task as a percentage prior to implementation = 5%	Actual error rate in completing a task as a percentage prior to implementation = <.0001%	Yes.
<b>CE #5: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue/total tenant payment in dollars (increase).  Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (20% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$10,991,459	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).</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 (15% increase)</b>	<b>Actual rental revenue after implementation of the activity (in dollars) = \$10,991,459</b>	<b>Yes.</b>

### 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 = \$54,507	Yes. The benchmark was 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 = \$5,748	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 = \$124,849	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) = \$54,507+\$5,748+\$124,849=\$185,104</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 Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,043	Yes. The benchmark was exceeded. The actual time used was 29% below the benchmark.
Total time to complete the task in staff hours (decrease). Triennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 110	Yes. The benchmark was exceeded by 87%.
Total time to complete the task in staff hours (decrease). Biennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 2,389	No. The benchmark was not achieved.
Total time to complete the task in staff hours (decrease). Biennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
<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 activity (in hours) = 9,028 hours</b>	<b>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction)</b>	<b>Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,043+110+2,389=3,542</b>	<b>Yes.</b>

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of activity = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$46,364,748	Yes.

### SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)	Actual average earned income of households affected by this policy after to implementation of the activity (in dollars) = Public Housing: \$23,040 (92% increase) HCV: \$27,338 (89% increase)	Yes

### SS #3: Increase in Positive Outcomes in Employment Status

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

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1, 500 households (10% decrease)	This is not applicable to families on fixed income. These are the only households where this activity has been implemented.	N/A.

**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	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.	

Information in the space provided.				
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**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 5,385 PBV assisted units. If the projects were limited to a 25% cap, only 1,347 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,038 additional units. Table 14 provides a breakdown of the PBVs awarded by development about the 25% cap, although none were added during FY 2023.

*Actual Non-Significant Changes:* There were no non-significant changes to this activity. In FY 2023, OHA did not award any PBV project above the 25% CAP and, therefore, OHA did not utilize this MTW activity.

*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. In FY 2023, OHA did not award any PBV project above the 25% CAP and, therefore, OHA did not utilize this MTW activity.

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

Site Name	Total Units	25% of the Total Units	Total PBV Units Allowed	PBV Units Awarded Above the 25% Cap
<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	62
Merritt Crossing (aka 6 <sup>th</sup> & Oak Apts,)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossing Phase V	128	32	127	95
Harrison Street Senior Housing	72	18	11	
Altenheim Senior Housing Phase I	93	23	23	
Bishop Roy C. Nicholas	17	4	16	12
Sylvester Rutledge Manor	64	16	64	48
Oak Street Apts.	39	9	25	16
Oak Grove North and South	152	38	152	114
3268 San Pablo (aka Monarch Homes)	51	13	50	37
Brooklyn Basin 2 (aka Vista Estero)	110	28	82	55
Friendship Senior Housing	50	13	34	21
<b>Senior Housing Total</b>	<b>1229</b>	<b>306</b>	<b>972</b>	<b>674</b>
<b>Special Needs Housing</b>				
Fairmount	31	8	16	8
Jefferson Oaks (aka Savoy)	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes	28	7	28	21
Fruitvale Transit Village- Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Rosa Parks	11	2	11	9
Eastside Arts & Housing	15	3	10	7
Empyrean	66	16	32	16
Nova Apartments	56	14	56	42
Civic Center TOD	40	10	20	10
95 <sup>th</sup> and International	55	14	27	13
Fruitvale Studios	24	6	12	6
Aurora Apartments	44	11	43	32
San Pablo Hotel	144	36	31	

<b>Special Needs Housing Total</b>	<b>932</b>	<b>230</b>	<b>674</b>	<b>417</b>
<b>Family Affordable Housing</b>				
<b>Mandela Gateway</b>	<b>168</b>	<b>42</b>	<b>30</b>	
<b>Lion Creek Crossing Phase II</b>	<b>146</b>	<b>37</b>	<b>18</b>	
<b>Foothill Family</b>	<b>65</b>	<b>16</b>	<b>11</b>	
<b>14th Street (Ironhorse)</b>	<b>99</b>	<b>25</b>	<b>20</b>	
<b>Lion Creek Crossing Phase IV</b>	<b>72</b>	<b>18</b>	<b>10</b>	
<b>St. Joseph Family</b>	<b>83</b>	<b>21</b>	<b>15</b>	
<b>Mural aka MacArthur Transit Village</b>	<b>90</b>	<b>23</b>	<b>22</b>	
<b>Ambassador Apartments</b>	<b>69</b>	<b>17</b>	<b>10</b>	
<b>Hismen Hin-Nu Terrace</b>	<b>92</b>	<b>23</b>	<b>10</b>	
<b>Town Center at Acorn</b>	<b>206</b>	<b>52</b>	<b>50</b>	
<b>3706 San Pablo (aka Estrella Vista)</b>	<b>87</b>	<b>22</b>	<b>20</b>	
<b>94th and International</b>	<b>59</b>	<b>15</b>	<b>14</b>	
<b>Drachma Inc and LP</b>	<b>33</b>	<b>8</b>	<b>25</b>	<b>17</b>
<b>Oak Point Limited</b>	<b>31</b>	<b>7</b>	<b>15</b>	<b>8</b>
<b>James Lee Court</b>	<b>26</b>	<b>6</b>	<b>12</b>	<b>6</b>
<b>Drasin Manor</b>	<b>26</b>	<b>6</b>	<b>25</b>	<b>19</b>
<b>MacArthur Apartments</b>	<b>32</b>	<b>8</b>	<b>14</b>	<b>6</b>
<b>11<sup>th</sup> and Jackson</b>	<b>71</b>	<b>17</b>	<b>35</b>	<b>18</b>
<b>Cathedral Gardens</b>	<b>100</b>	<b>25</b>	<b>43</b>	<b>18</b>
<b>460 Grand</b>	<b>68</b>	<b>17</b>	<b>34</b>	<b>17</b>
<b>Effie's House</b>	<b>21</b>	<b>5</b>	<b>10</b>	<b>5</b>
<b>Slim Jenkins</b>	<b>32</b>	<b>8</b>	<b>11</b>	<b>3</b>
<b>Marcus Garvey</b>	<b>22</b>	<b>6</b>	<b>10</b>	<b>5</b>
<b>Harp Plaza</b>	<b>20</b>	<b>5</b>	<b>19</b>	<b>14</b>
<b>Madison Park Apartments</b>	<b>98</b>	<b>24</b>	<b>96</b>	<b>72</b>
<b>Hugh Taylor House</b>	<b>43</b>	<b>10</b>	<b>35</b>	<b>25</b>
<b>Coliseum Place</b>	<b>59</b>	<b>14</b>	<b>37</b>	<b>23</b>
<b>Courtyards at Acorn</b>	<b>87</b>	<b>21</b>	<b>30</b>	<b>9</b>
<b>Oak Park Apts</b>	<b>35</b>	<b>8</b>	<b>10</b>	<b>2</b>
<b>Clinton Commons</b>	<b>55</b>	<b>11</b>	<b>16</b>	<b>5</b>
<b>Swan Market</b>	<b>18</b>	<b>4</b>	<b>10</b>	<b>6</b>
<b>Hamilton Apts.- (Mod Rehab Conv.)</b>	<b>92</b>	<b>23</b>	<b>92</b>	<b>69</b>
<b>International Blvd Apts.</b>	<b>30</b>	<b>7</b>	<b>18</b>	<b>11</b>
<b>Northgate Apts.</b>	<b>41</b>	<b>10</b>	<b>14</b>	<b>4</b>
<b>Stanley Avenue Lofts</b>	<b>24</b>	<b>6</b>	<b>13</b>	<b>7</b>
<b>Adeline Street Lofts</b>	<b>38</b>	<b>9</b>	<b>20</b>	<b>11</b>
<b>Westlake Christian Terrace West</b>	<b>200</b>	<b>50</b>	<b>121</b>	<b>71</b>
<b>Seven Directions</b>	<b>36</b>	<b>9</b>	<b>28</b>	<b>19</b>
<b>Fox Court Apts</b>	<b>80</b>	<b>20</b>	<b>33</b>	<b>13</b>



Madsion Apts.	78	20	50	30
Kenneth Henry Ct	51	12	28	16
Camino 23	32	8	26	18
Brooklyn Basin 1 (aka Paseo Estero)	101	25	50	25
Brooklyn Basin 3 (aka Foon Lok West)	130	33	65	33
Ancora Place	77	19	31	12
West Grand and Brush	59	15	28	13
34 <sup>th</sup> and San Pablo	60	15	25	10
7 <sup>th</sup> and Campbell	79	20	39	19
3801 MLK	32	8	16	8
285 12 <sup>th</sup> Street	65	16	16	0
Fruitvale Transit Village- Phase IIB	181	45	75	30
Brooklyn Basin 4 (aka Foon Lok East)	123	31	61	30
<b>Family Affordable Housing Total</b>	<b>2,486</b>	<b>610</b>	<b>1,566</b>	<b>726</b>
OHA Former Public Housing				
OHA Scattered Sites (On going)	1,539	385	1,539	1,154
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
<b>Former Public Housing Total</b>	<b>1,696</b>	<b>424</b>	<b>1,638</b>	<b>1,214</b>
<b>Total Units</b>	<b>6,343</b>	<b>1,570</b>	<b>4,850</b>	<b>3,031</b>

### 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 = N/A	N/A. OHA did not utilize this activity in FY 2023.

### 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 housing units preserved after implementation of the activity =100 units	Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = N/A Actual number of PBV units awarded above 20% of total units in voucher program = N/A	N/A. OHA did not utilize this activity in FY 2023.
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### Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity =100 units	Actual housing units preserved prior to implementation of the activity =N/A	N/A. OHA did not utilize this activity in FY 2023.

### Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = N/A	N/A. OHA did not utilize this activity in FY 2023.

### Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 25 households	Actual number of households receiving these services after implementation of the activity = N/A	N/A. OHA did not utilize this activity in FY 2023.

## 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.

*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	This activity was not used in FY 2023.	N/A.
<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	This activity was not used in FY 2023.	N/A.
<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 = 5 households	This activity was not used in FY 2023.	N/A.
<b>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 Verify	Expected housing units preserved after implementation of the activity = 2 units	This activity was not used in FY 2023.	N/A.
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**Households Assisted by Services that Increase Housing Choice**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	This activity was not used in FY 2023.	N/A.

**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 2023 to move 14 households between public housing and an HCV or PBV due to confidential client emergency transfer (CCR), transfer due to a reasonable accommodation, maintenance, or rightsizing. This was an increase from FY 2022 because a greater number of the CCR requests moved within the HCV program, and more reasonable accommodations were requested.

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

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

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

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

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

<b>Standard HUD Metrics</b>				
<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)	Expected applicant time on waitlist after implementation of the activity (in months) =6 months	Actual applicant time on waitlist after implementation of the activity (in months) = 8 months.	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. Public Housing, PBV and HCV.	Households losing assistance prior to implementation of activity = 25 households	Expected households losing assistance after implementation of activity= 5 households	Actual households losing assistance after implementation of activity. Households = 0 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 (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, Ras) = 15	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, Ras, VAWA) = 14	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 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.
<b>CE #5: Increase in Agency Revenue</b>				
<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 = \$46,364,749.	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 2023, OHA continued subsidizing households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges – SRO local program. All providers had existing service enriched single occupancy housing units, which were targeted to serve special needs populations. OHA did not meet the benchmark of 254 households served as Coliseum Way and Piedmont Place, two developments consisting of 62 additional SRO Units using Homekey funding, were delayed.

**East Bay Asian Local Development Corporation (EBALDC) Madrone Hotel**

Madrone Hotel is a 32-unit Single Room Occupancy residential building which provided housing for 30 households, composed of 1 person, with incomes at or below 60% AMI. The property is regulated by the California Tax Credit Allocation Committee under the Low-Income Housing Tax Credit (LIHTC) program and is also regulated by the City of Oakland under the HOME program.

Services are provided at the Madrone Hotel through a .6 FTE Resident Service Coordinator. The Resident Services Coordinator provides support for the diverse group of low-income residents living at the Madrone Hotel including residents who were formerly homeless and/or facing barriers including physical disability or mental health issues. Some resident’s struggle with habitability issues. The onsite services coordinator has assisted with providing cleaning products garbage bags and assistance with obtaining outside services if needed.

## **EBALDC San Pablo Hotel**

San Pablo Hotel served an average of 102 residents every month and offers residents many supportive services from counseling to education and career supports. The Resident Services team provided individual support, like one-on-one counseling, to ensure residents remain housed. Resident Services additionally connected residents with resources, provided budgeting assistance, and worked with residents failing room inspections, and reached out to residents with lease violations. Basic supports and referrals for employment services were available to assist workable residents, based on individual interest and needs. Residents could access a computer lab to apply for work or to develop resumes.

## **Resources for Community Development (RCD) Harrison Hotel**

Harrison Hotel is SRO Site and houses those transitioning from homelessness or those individuals who are homeless from shelters, the street or couch surfing, and individuals who are staying in units which are temporary housing. The population we serve are those individuals dealing with mental health issues, physical health issues, substance abuse issues, living with HIV/AIDS or a combination of any of the above.

The goal of the Harrison Hotel is to provide permanent supportive housing, stability and the opportunity to transition other housing, if so desired, and giving those housed a place to call home. Each resident has their own unit with a private and/or shared private bathroom. A shared community kitchen, two shared community room spaces and a community laundry room. These spaces allow for privacy, community sharing and a space they can each enter and use with freedom.

One of the challenges is the use of shared bathroom spaces. Each resident would prefer their own bathroom but as the building has been constructed this has not proved possible, but as time progresses the residents have learned to share the bathroom space and there are less conflicts. Harrison Hotel served an average of 18 residents every month, in SROs.

## **St. Mary Friendly Manor (SRO)**

In December 2021, three plumbing issues erupted and required assessment of livability: a roof leak, corroded pipe on the third floor that leaked through acoustical tile on the first floor; and sewage seepage in the basement connection to the main. After making short-term repairs, St. Mary's Center staff made the decision to relocate six remaining program participants, placing all in transitional housing immediately, and securing permanent housing for all six by December 2022. Therefore, there were no active residents during this FY.

## **Homekey**

### Homekey Program Background

On September 9, 2021, the State of California Department of Housing & Community Development (State) issued a Notice of Funding Availability (NOFA) for the second round of its Homekey Program, making approximately \$1.45 billion in grant funding available to local public entities, including cities and counties, to sustain and rapidly expand housing for persons experiencing homelessness or at-risk of homelessness, and who are, thereby, inherently impacted by or at increased risk for medical diseases or conditions due to the COVID-19 pandemic.

On October 18, 2021, the City of Oakland Department of Housing and Community Development (DHCD), as the eligible applicant for the State's funding, issued a Homekey Request for Proposals

(RFP) to solicit proposals from prequalified project sponsors as prospective joint applicants for Homekey funding with DHCD.

On December 21, 2021, the Oakland City Council approved the Coliseum Way “project” to immediately move forward as co-applicant. The State is accepting applications on a rolling basis until May 2, 2022, or until funds are exhausted, whichever occurs first. The DHCD intends to jointly submit an application with project sponsors Danco Communities and Operation Dignity as soon as possible prior to January 31, 2022.

The program funds a capitalized operating reserve in an amount up to \$4,572,041 for the Homekey project, Coliseum Way, and up to \$4,905,755 for Homekey project, Piedmont Place, and up to \$3,226,453 for Homekey project, The Phoenix, subject to clearance under the National Environmental Policy Act (NEPA). These projects were approved in round 2 proposals submitted by the City of Oakland to the State of California Homekey Round II competition. Only the Coliseum Way project was successful in the Homekey Round II competition.

#### Piedmont Place

During the FY, Piedmont Place decided not to move further with the OHA partnership.

#### The Phoenix

The Phoenix did not receive Homekey funding as anticipated and had to restructure their financing. They have received CA State Housing Accelerator funds and received 4% Low Income Housing Tax Credits. The financing for the Phoenix closed after the FY.

#### Coliseum Way

The proposed conversion of the Inn by the Coliseum motel, located at 4801 Coliseum Way, into 36 Homekey units as permanent supportive housing (plus one manager’s unit), is a joint project of Danco Communities and Operation Dignity.

All units will target people experiencing homelessness earning no more than 30 percent AMI, and at least six units will target those who are chronically homeless. Referrals to Homekey units shall be made through the Coordinated Entry System (CES) for persons who are experiencing homelessness and 24 of the units will be SROs.

Project sponsors Danco and Operation Dignity intend to create a lounge area, community kitchen, office spaces for onsite support services and property management, as well as upgrades to the grounds including a dog walk and other landscaping utilizing DHCD and Homekey funds. In Oakland Housing Authority FY 2023 MTW Annual Plan Page 87 of 195 additions, the existing industrial laundry room will be converted into a laundry area accessible for tenants to use free of charge. At least 12 of the larger units will be upgraded to include full kitchenettes that will include a sink, refrigerator/freezer, and a cooktop. The sponsors are evaluating the potential of adding full kitchenettes to all units utilizing City and Homekey funds.

Due to delays in permitting with the building department Coliseum Way was not able to begin construction during the FY. Construction is anticipated to start early during the next FY.

*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:** Due to delays in permitting, one of the anticipated projects was unable to begin construction.

<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 = 100	Expected households losing assistance/moving after implementation of the activity = Zero	Number of households who were prevented from losing assistance/moving after implementation of the activity = 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 = 254 units ( Building Bridges - (192 households) and Homekey, Coliseum Way and Piedmont Place – (62 households)	Number of housing units of this type after implementation of the activity = 150	No. With Friendly Manor out of commission due to damage from plumbing issues we were not able to meet the benchmark. Additionally, the Homekey projects were delayed, delaying 62 additional units.
<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 = 254 units	Number of housing units preserved after implementation of the activity= 150 units	No. With Friendly Manor out of commission due to damage from plumbing issues we were not able to meet the benchmark. Additionally, the Homekey projects were delayed, delaying 62 additional units.
<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	Households able to move to a better unit and/or neighborhood of	Expected households able to move to a better unit and/or	Number of households able to move to a better unit and/or neighborhood	No. With Friendly Manor out of commission due to damage from plumbing

and/or neighborhood of opportunity as a result of the activity (increase).	opportunity prior to implementation of the activity = Zero (0) households	neighborhood of opportunity after implementation of the activity = 254 households	of opportunity after implementation of the activity = 150 households	issues we were not able to meet the benchmark. Additionally, the Homekey projects were delayed, delaying 62 additional units.
<b>HC#7: Households Assisted by Services that Increase Housing Choice</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 254 households	Number of households receiving these services after implementation of the activity = 150 households	No. With Friendly Manor out of commission due to damage from plumbing issues we were not able to meet the benchmark. Additionally, the Homekey projects were delayed, delaying 62 additional units.

**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 2023, the partnership with ACSO was terminated which has created some challenges for the program. After ACSO terminated the partnership, the Family and Community Partnerships department within OHA assisted PACT participants with delinquent rent resources, established payback agreements, and unit transfers for eligible participants. Additionally, FCP provided cleaning supplies, support resources, and moving materials for graduating participants.

Families assisted under this activity represent some of the local, non-traditional households served by OHA. Overall, on average, 6 families participated in the program per month with no new admissions during the FY. Of the nine families that participated at the beginning of the FY, four (4) graduated into stable housing and three (3) were terminated for not complying with program guidelines.

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The monthly average earned income, with one participant employed full time and 1 employed part time, was \$4,709.15, an increased average income from the last FY. 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.



This activity was active during the fiscal year.

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

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

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

*Challenges in Achieving Benchmarks and Possible Strategies:* OHA experienced challenges with families exiting the program without leaving the units. Due to eviction moratoriums and other challenges, families occupied units without remaining in the PACT program. OHA is investigating strategies to improve the administration of the program in terms of agreements versus leases and other options by examining implementation of these types of programs by other MTW agencies. Additional challenges arose due to the termination of the partnership with the Alameda County Sheriff's Office, as there will be no new participants without their referrals.

**Standard HUD Metrics PACT Program**

**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 = 13 households (PACT)	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 6 households	No.

**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)	Expected number of households receiving these services after implementation of the activity = 13 households	Number of households receiving these services after implementation of the activity = 6 PACT households	No.

**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 = 13 households	Average number of households made available after implementation of this activity = 6 PACT households	No.

**Increase in Household Income**

<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 = \$10,000 (1040 hours at \$12.55 minimum wage) - PACT	Average earned income of households affected by this policy in dollars = \$4,709.15	No.

**Increase in Household Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$100 in dollars	Amount of savings/escrow of households after implementation of this policy = \$36.87 dollars	No. No PACT families were enrolled in FSS, and therefore do not have escrow accounts with FCP.

***Increase in Positive Outcomes in Employment Status***

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Zero (0)	Number of participants employed during program = 1	Yes. Benchmark achieved.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 1	No.
(3) Enrolled in an Educational Program	Number of participants in educational program at start of program = Zero (0)	Number of participants in educational program during program = Three (3)	Number of participants in educational program during program = 0	No.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 0	No.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program =4	Yes.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =8	Number of participants in drug rehab =0 participants	No.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				

***Households Removed from Temporary Assistance for Needy Families (TANF)***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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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 = four (4)	No.
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***Households Assisted by Services that Increase Self Sufficiency***

<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 = 13 households	Number of households receiving these services after implementation of the activity = 6 households	Yes.

***Reducing Per Unit Subsidy Costs for Participating Households***

<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).	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***

<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 =4 Households	Yes.

**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 2023, existing partners continued to provide BB-Transitional housing to several hard to house populations. No new partners were added during the FY.



### **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. During FY 2023, the total dollar value of supportive services was \$561,008, which equates to \$28,050 average dollar amount of supportive services per participant.

### **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. All 5 assisted families remained housed during the FY. During FY 2023, the total dollar value of supportive services was \$18,000, which equates to \$3,600 average dollar amount of supportive services per participant.

### **St. Mary's 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. During the FY St. Mary's Center developed a 165-page resource manual to provide case managers with the necessary context of working with homeless seniors in West Oakland, with details on support for navigating vicarious trauma, burnout, and compassion fatigue. Program objectives were:

1. Conduct quality assessments and ensure entry into appropriate programs and services like HMIS, Coordinated Entry System, mainstream benefits, and healthcare.
2. Provide quality, consistent case management services starting with development of a customized assessment and action plan, supervised by the Clinical Director.
3. Weekly meetings between Case Manager and each participant to address ongoing needs, provide necessary support and check in on goals.
4. Aid development of life skills and regular habits such as grocery shopping, paying rent, establishing savings, cleaning, and tending to hygiene needs to set a foundation of self-care practices and responsibility for independent living.
5. Provide opportunities to practice building communication skills through weekly community meetings to discuss house needs, conflicts and appreciations.

### **St. Mary's 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.

St. Mary's Center operates Closer to Home, a transitional housing facility with seven (7) single-room occupancy units, common kitchen and living areas, to support Seniors 55 years of age and older in becoming and remaining housed. In coordination with our robust case management and community center activities, transitional housing offers an important bridge to the primary goal – sustainable permanent housing.

The systemic challenges that are the most prevalent for the Seniors in Oakland are diverse, but they include:

1. Limited access to all types of housing: affordable permanent housing; emergency housing such as shelter; and transitional/interim/bridge housing.
2. High levels of chronic poverty including large numbers of Seniors living on low fixed incomes like Social Security income (SSI) and Social Security Disability Income (SSDI)
3. Social isolation and a lack of a significant family and friend's network.
4. High levels of physical illness in conjunction with low levels of consistent, affordable, and understandable medical care.
5. Mental health issues and substance use disorders often correlated to suffering from untreated trauma that occurred pre, during, and post homelessness and race-based traumatic stress due to the large racial disparity in homelessness.

Overall, St. Mary's Center transitioned 48 seniors in FY 2023 into permanent housing during the last fiscal year, which is 145% performance over the previous year, the total dollar value of supportive



services was \$171,865, which equates to \$24,644 average dollar amount of supportive services per participant.

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:

1. 80% of the MC THP families exit to permanent housing
2. 50% of the MC THP families have length of stays of less than or equal to six months
3. 95% of the MC THP families exit to known destinations
4. 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
5. 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.
6. 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.

*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 develop new methods to simplify data collection for partner agencies, but due to staffing shortages OHA received reports from 66% of our partners. The metrics are estimates based on the reports we received.

<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 = 61 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 38 households	No.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 61 households	Number of households receiving these services after implementation of the activity = 38 households	No.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 61 households	Average number of households made available after implementation of this activity = 38 households	No.

**Increase in Household Income**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = \$0	Average earned income of households affected by this policy in dollars after implementation of this activity = 1040 hours at minimum wage (\$12.55) = \$10,000	Average earned income of households affected by this policy in dollars \$1,432	No, but this is only reporting about 70% of our partners.

**Increase in Household Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$100 in dollars	Amount of savings/escrow of households after implementation of this policy = \$750 dollars	Yes, partners are reporting that participants have savings.

**Increase in Positive Outcomes in Employment Status**

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Report the following information separately for each category:			OHA was unable to track this information in FY 2022 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 = 0	Number of participants employed at during program = 4	Yes.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = 1	Number of participants employed during program = 5	Yes.
(3) Enrolled in an Educational Program	Number of participants in educational program at start of program = Zero (0)	Number of participants in educational program during program = 2	Number of participants in educational program during program = 0	No.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = 1	Number of participants in Job Training program during program = 0	No.
(5) Unemployed	Number of participants unemployed at start of program = 28	Number of participants unemployed during program = 6	Number of participants unemployed during program =29	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab = 8	Number of participants in drug rehab =5	No.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				

***Households Removed from Temporary Assistance for Needy Families (TANF)***

<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 after implementation of this activity = 8	Actual number of households receiving TANF assistance after implementation of this activity = zero	No

***Households Assisted by Services that Increase Self Sufficiency***

<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 = 61 households	Number of households receiving these services after implementation of the activity = 23 households	No.

***Reducing Per Unit Subsidy Costs for Participating Households***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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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**

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 = 20 households	Number of households transitioned to self-sufficiency after implementation of this activity = 12 Households	No.

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

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

**Description/Impact/Update:** In partnership with the Alameda County Sheriff's Office (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. Recently, the ACSO partnership was terminated.

OHA partners with many local agencies to assist hard to house populations that leverage their own funds to provide excellent customer care with the help of OHA. OHA created the PACT program and implemented this activity in conjunction with Activity #11-05, which has expanded to include Building Bridges partners. The partners, established in Activity #11-03, #11-05, and #10-06, provide supportive services and leveraged funds to provide additional assistance to participants of the programs. These funds were critical to the individual successes through these local programs.

In FY 2023, OHA collaborated with community partners that dedicated staff to provide on-site case management, and training and operational support funding. OHA exceeded the expected benchmark due to expansion of this program to all local partners. \$2,309,865 was leveraged by local partners for

salaries, operating costs and supports, and services rendered, exceeding the expected \$398,315. This reporting was informed by reports from 45% of local partners.

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

*Actual Changes to Metrics/Data Collection:* Previously, this activity was used to measure one partner, during the FY OHA expanded the reporting to all local partners to provide more comprehensive data.

*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) = \$245,000	Actual amount leveraged after implementation of the activity = \$2,309,865	Yes, exceeded the benchmark due to expansion of the activity to more partners.

**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 12 months before being terminated from the program. The baselines for this activity are set at zero given that existing program regulations require all families that reach the zero HAP status are terminated after six months. Over the course of the Fiscal Year, 61 families are receiving zero HAP, with 14 families using the safety net of the additional 6 months on the program to maintain their income stability. Thirteen (13) Families using the safety net of the additional 18 months on the program to maintain their income stability. During the year, 216 families have dropped off zero hap status and are receiving assistance due to income changes and rent increases. Sixty-five (65) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 12 and 24 months. The outcomes demonstrate that while households can benefit from the protections provided under this activity, the majority of families return to subsidy due to various reasons and do not exit the program to “self-sufficiency” as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families seem to opt for decreasing income or changing family composition over exiting the program. This outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory.

*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 continues to research strategies that will encourage families to utilize the extension provided by the activity and achieve economic self-sufficiency by graduating and exiting from the Section 8 program. Given the very expensive housing market in Oakland, participants are afraid to leave the safety net of the option of continuing subsidy behind. Referrals to OHA's Family and Community Partnerships Department are continuing to provide support and services to achieve self-sufficiency.

<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 \$74,097	Yes.
<b>SS #4: 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 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 = 6 households	No.
<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 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>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

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) = \$10,991,459	Yes.
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**SS #8: Households Transitioned to Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency (self-termination from the program) = 10 families	Number of households transitioned to self-sufficiency = 10 families	Actual number of households transitioned to self-sufficiency = 65	Yes. The benchmark was achieved and greatly exceeded.

**Standard OHA Metrics**

**Households Assisted by Services that Increase Self Sufficiency**

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

**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 2023 OHA did not utilize 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 * 0 hours = \$0	Task was not used in FY 2023.	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 = 6 hours/contract * 8 contracts = 80 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 0 contracts = 0 Hours	Task was not used in FY 2023.	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 2023.

*Actual Changes to Metrics/Data Collection:* OHA did not use this activity in FY 2023 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:* The activity is on hold until OHA completes the conversion process for its public housing units. The activity will remain inactive until OHA receives approval of the disposition application and begins conversion of the units to the project-based voucher program.

**CE #1: Agency Cost Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 0 AMP areas = \$0	Activity was on hold in FY 2023.	N/A.

**CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 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 * 0 contracts = 0 Hours	Activity was on hold in FY 2023.	N/A.

**HC #2: Units of Housing Preserved**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 0 units preserved	Activity was on hold in FY 2023.	N/A.

**HC #4: Displacement Prevention**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of 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)	Activity was on hold in FY 2023.	N/A.

## 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 FY2023, OHA utilized this activity in five instances. In two instances, the families qualified for a one-bedroom unit, while residing in a two-bedroom unit. By utilizing this activity, the owner was offered to not displace the family and instead accept one-bedroom subsidy.

In three other instances, the families qualified for a two-bedroom unit while residing in a three-bedroom unit.

The total HAP amount, if this activity was not utilized, over FY 2023, would have been \$156,312. By utilizing this activity, OHA, paid \$118,872 for the five units. The difference is \$37,400.

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

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

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

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

### HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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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 = 0 units preserved	Actual housing units preserved after implementation of the activity = 5 units preserved	Yes.
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**SS #6: Reducing Per Unit Subsidy Costs for Participating Households**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). = \$645	Expected average subsidy per household affected by this policy after implementation of the activity = \$1,645.	Actual average subsidy per household affected by this policy after implementation of the activity = \$1,981.	No.

**HC #4: Displacement Prevention**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If 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) units	Actual households losing assistance/moving after implementation of the activity (number) = 5	Yes

**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 2023, only 10 households remained of the original LHAP families, and 5 families elected to take their voucher and move.

### **SBHAP**

OHA required that SBHAP program participants to pay no more than 30% of their income towards rent, participants must meet the same income limits as the HCV program, and they must pass federal immigration eligibility requirements. All housing units subsidized must were required to meet the HQS. Participant families were assisted by providers contracted by the City of Oakland and received supportive services along with the housing assistance offered under the activity. OHA's contract with the City leveraged resources, expertise, and community connections to deliver housing related services to, on average, 87-100 hard-to-house households on an annual basis in Oakland. OHA implemented a Step-Down program to allow program participants that have been stably housed for more than a year to transition to an HCV. Over the course of the FY, an average of 114 households were served per month. Overall, no households transitioned from SBHAP to an 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, and we saw a 25% increase in families served under this program from 91 in FY 2022 to 114 in FY 2023. While the number of families increased 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 COVID.

First Place for Youth (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 an HCV. During FY 2023, this program served an average of 11 families per month. Due to decline in utilization, this program will likely be retooled for future use.

### **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 2023, OHA served approximately 9 families per month. Due to decline in utilization, this program will likely be retooled for future use.

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 114 families per month. The goal of SBHAP is to serve up to 180 families on average per month and the program experienced challenges with staff turnover and finding applicants that meet all the criteria of the programs.

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

### **Building Bridges Key To Home Program (BB-KTH)**

#### Description

OHA partnered with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to up to 23 families through a new local housing assistance pilot program. The program provided a coordinated exit for families with children out of Project Roomkey interim housing into 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 2023, OHA served on average 20 families per month through BB-KTH.

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

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

*Challenges in Achieving Benchmarks and Possible Strategies:*

#### **SBHAP**

During the FY, it was challenging to maintain and recruit new landlord participants. Partner agencies worked closely with OHA, clients and landlords to ensure that any leasing challenges were addressed in a timely manner. 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. Even with these challenges, our partners were able to increase utilization 25% since last FY.

#### **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 were 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.

Additionally, the potential clientele for both CalWORKs and THP+ express they are no longer interested in leasing housing in Oakland.

## **Homekey**

### Homekey Program Background

On September 9, 2021, the State of California Department of Housing & Community Development (State) issued a Notice of Funding Availability (NOFA) for the second round of its Homekey Program, making approximately \$1.45 billion in grant funding available to local public entities, including cities and counties, to sustain and rapidly expand housing for persons experiencing homelessness or at-risk of homelessness, and who are, thereby, inherently impacted by or at increased risk for medical diseases or conditions due to the COVID-19 pandemic.

On October 18, 2021, the City of Oakland Department of Housing and Community Development (DHCD), as the eligible applicant for the State's funding, issued a Homekey Request for Proposals (RFP) to solicit proposals from prequalified project sponsors as prospective joint applicants for Homekey funding with DHCD.

On December 21, 2021, the Oakland City Council approved the Coliseum Way "project" to immediately move forward as co-applicant. The State is accepting applications on a rolling basis until May 2, 2022, or until funds are exhausted, whichever occurs first. The DHCD intends to jointly submit an application

with project sponsors Danco Communities and Operation Dignity as soon as possible prior to January 31, 2022.

The program funds a capitalized operating reserve in an amount up to \$4,572,041 for the Homekey project, Coliseum Way, and up to \$4,905,755 for Homekey project, Piedmont Place, and up to \$3,226,453 for Homekey project, The Phoenix, subject to clearance under the National Environmental Policy Act (NEPA). These projects were approved in round 2 proposals submitted by the City of Oakland to the State of California Homekey Round II competition. Only the Coliseum Way project was successful in the Homekey Round II competition.

Piedmont Place

During the FY, Piedmont Place decided not to move further with the OHA partnership.

The Phoenix

The Phoenix did not receive Homekey funding as anticipated and had to restructure their financing. They have received CA State Housing Accelerator funds and received 4% Low Income Housing Tax Credits. The financing for the Phoenix closed after the FY.

Coliseum Way

The proposed conversion of the Inn by the Coliseum motel, located at 4801 Coliseum Way, into 36 Homekey units as permanent supportive housing (plus one manager’s unit), is a joint project of Danco Communities and Operation Dignity.

All units will target people experiencing homelessness earning no more than 30 percent AMI, and at least six units will target those who are chronically homeless. Referrals to Homekey units shall be made through the Coordinated Entry System (CES) for persons who are experiencing homelessness and 24 of the units will be SROs.

Project sponsors Danco and Operation Dignity intend to create a lounge area, community kitchen, office spaces for onsite support services and property management, as well as upgrades to the grounds including a dog walk and other landscaping utilizing DHCD and Homekey funds. In Oakland Housing Authority FY 2023 MTW Annual Plan Page 87 of 195 additions, the existing industrial laundry room will be converted into a laundry area accessible for tenants to use free of charge. At least 12 of the larger units will be upgraded to include full kitchenettes that will include a sink, refrigerator/freezer, and a cooktop. The sponsors are evaluating the potential of adding full kitchenettes to all units utilizing City and Homekey funds.

Due to delays in permitting with the building department Coliseum Way was not able to begin construction during the FY. Construction is anticipated to start early during the next FY.

<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	Number of households who would not qualify for an available unit based on	Expected housing units of this type	Actual housing units of this type after implementation of the activity = 10	No. These numbers are meant to decline as participants opt to move.



for households at or below 80% AMI as a result of the activity (increase) <b>LHAP</b>	household composition = Zero (0)	after implementation of the activity = 13		
<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 = 140	Actual housing units of this type after implementation of the activity = 114	No.
<b>BB-THP+</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 = 35	Actual housing units of this type after implementation of the activity = 11	No.
<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 = 35	Actual housing units of this type after implementation of the activity = 9	No.
<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 = 20	No.
<b>Homekey-Coliseum Way, Piedmont Place, and Phoenix</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 = 118	Actual housing units of this type after implementation of the activity = 0	No, two of these projects were not finalized, and one was delayed due to permitting issues.
<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 = 341</b>	<b>Total housing units of this type after implementation of the activity = 164</b>	<b>No.</b>

**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). <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 = 10	No.

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 = 114	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 = 11	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-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 = 9	No.
<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 = 20	No.
<b>Homekey-Coliseum Way, Piedmont Place and Phoenix</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 = 118	Actual housing units of this type after implementation of the activity = 0	No, there were permitting delays during the FY that prevented completion of these units.
<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 = 341</b>	<b>Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 164</b>	<b>No. Partners struggled to find applicants and permitting delays led to less families served.</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 =10	No.
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 activity = 114	No
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 =11	No.
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 = 9	No.
Households receiving this type of service prior to implementation of the activity <b>BB-KTH pilot</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 = 23	Total actual number of households receiving these services after implementation of the activity = 20	No.
Households receiving this type of service prior to implementation of the activity <b>Homekey-</b>	Households receiving this type of service prior to implementation of the activity= Zero	Expected number of households receiving these services after implementation of the activity = 118	Total actual number of households receiving these services after implementation of the activity = 0	No, there were permitting delays during the FY that prevented completion of these units.
<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 =341</b>	<b>Total actual number of households receiving these services after implementation of the activity = 164</b>	<b>No. Partners struggled to find applicants and permitting delays led to less families served.</b>

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

Plan Year Approved: 2010  
Plan Year Implemented: 2021

*Description/Impact/Update:* OHA completed the redesign of 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 will 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 is only effective for new enrollees. OHA plans to use this activity for RAD voucher holders.

OHA has implemented a new method for calculating escrow credit. Escrow credit calculations are now based on an earned income range for the household. The below schedule indicates ranges for earned income corresponding with the escrow credit a household will receive as an FSS participant. This simplifies the escrow calculation, currently a 22-step calculation process, and 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

To widen the reach of the FSS program, housing program participants in MTW local programs can participate in the redesigned 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.

During FY 2023, OHA concluded work with our business software vendor on the custom programming needed to implement the FSS redesign. OHA has implemented the necessary changes to the business software and began enrolling program participants effective 4/1/2023.

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

In accordance with the Final Rule, effective June 17, 2022, implementing the re-authorization of the FSS program, OHA updated its FSS Action Plan to incorporate the required changes, and received HUD approval in December 2022. As a result, OHA implemented the modified escrow schedule, HOH/Co-HOH/Spouse full-time student exclusion, and the ability for program participants in MTW local non-traditional programs to enroll in FSS in Q4 of FY 2023.

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

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

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

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

<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). \$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)	Actual average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$14,852.34	No. Families began enrollment 4/2023.
<b>SS #2: Increase in Household Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</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)	Actual average escrow of households affected by this policy prior to implementation of the activity (in dollars) = \$30.50	No. Families began enrollment 4/2023.
<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>				
<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:				

(a) Employed Full-Time	67 participants	10 participants	14 participants	Yes
(b) Employed Part-Time	30 participants	20 participants	5 participants	No
(c) Enrolled in an Educational Program	16 participants	10 participants	2 participants	No
(d) Enrolled in Job Training Program	1 participant	5 participants	2 participants	No
(e) Unemployed	92 participants	10 participants	22 participants	Yes
(f) Other-Drug Rehab Counseling	0 participants	0 participants	0 participants	Yes
Percentage of total work-able households in <<category >> 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 = 21 households	Number of households receiving TANF after implementation of this activity = 17 households	Actual number of households receiving TANF after implementation of this activity= 22 Households	No

**SS#5: Households Assisted by Services that Increase Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = 186 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 40 households	Actual number of households receiving services aimed to increase self-sufficiency after implementation = 41 households	Yes

**SS #6: 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 = 15 households	Number of households transitioned to self-sufficiency after implementation of this activity = 0 households	Actual number of households transitioned to self-sufficiency after implementation of this activity= 0 households	Yes

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

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

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

OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist. The Tenancy Addendum form was modified to include the minimum stay requirement and was distributed to tenants when they moved into a PBV unit. For FY 2023, 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 2023, no families remained on the transfer list and requests were not being taken because HCV were not being issued.

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

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

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

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

<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) = 96	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	Number of households at or below 80% AMI that would lose assistance or need to	Expected number of households at or below 80% AMI that would have assistance	Actual housing units Number of households at or below 80% AMI that would lose assistance or	Yes.

assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. (PBVs)	move prior to implementation of the activity = Zero (0)	preserved and not need to move after implementation of the activity = zero	not need to move of this type after implementation of the activity = zero	
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**HC #5: Increase in Resident Mobility**

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

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

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

**Description/Impact/Update:** Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. In FY 2023, Foon Lok West, the third Brooklyn Basin project, achieved 100% occupancy (having completed construction in May 2022) and converted the construction financing to permanent in March 2023. Project 4, Foon Lok East, started construction in June 2023 and by fiscal year end, the project was 61% complete. An additional 89 units were rehabilitated in OHA’s existing project-based portfolio. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

- Brooklyn Basin – A 65-acre site that will be completely transformed, with more than 3,000 residences, 32 acres of parks and open spaces, restored wetlands, a new marina and 200,000 square feet of retail and commercial space. OHA in partnership with the City of Oakland and MidPen Housing Corporation is developing 465 units of affordable housing for low-income families and seniors as part of the Brooklyn Basin master planned community. In August 2022, three months after construction, MidPen achieved 100% occupancy of Project 3, known as Foon Lok West and converted all construction financing to permanent in March 2023. And finally, MidPen closed upon the construction financing and started construction on Project 4, known as Foon Lok East, started construction in June 2022, and made excellent progress, despite an unusually wet winter



Brooklyn Basin



season, achieving 61% completion by June 30, 2023. OHA was able to serve an average of 139 families per month at Brooklyn Basin through completed local non-traditional tax credit only units.

- 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 conventional PBVs for 16 units and HUD-VASH PBVs for 8 units. OHA continued providing predevelopment funding to 285 12<sup>th</sup> Street in FY 2023.
- 500 Lake Park Avenue – OHA is partnering with EAH Housing to construct a 53-unit affordable housing building with 2,900 square feet of retail space at 500 Lake Park Avenue in the Grand Lake district of Oakland. OHA acquired the land at the 500 Lake Park project site in FY 2022 and continued providing predevelopment loan funding in FY 2023.
- Foothill Family Apartments - OHA and its affiliate OHI conducted predevelopment planning to rehabilitate the 65-unit mixed-finance affordable housing development. In FY 2023, OHA approved a \$15 million loan to finance the rehabilitation.
- Mandela Station Affordable – Mandela Station Affordable is a planned 240-unit affordable housing development, which is part of a transit-oriented development master plan at the West Oakland BART Station. The full master plan includes affordable housing, market-rate housing, an office or biotech/life sciences building, public spaces, improvements to the BART station itself. In FY 2023, OHA approved a Term Sheet for the Authority’s contribution of predevelopment financing, construction and permanent financing, and Section 8 Project-Based Vouchers to Mandela Station Affordable.
- Buyouts – OHA exercised its option to purchase the tax credit investor limited partner interest in Lion Creek Crossing Phase 2. OHA will work with the other owners of the development to preserve the property as affordable housing.

*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	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 65 units (Phase 3 Brooklyn Basin)	Actual housing units of this type after implementation of the activity = 62 units on average were leased per month to families using non-traditional subsidies during the Fiscal Year. Lease up	No.

household, give that type in this box.			was completed in August.	
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**HC #2: Units of Housing Preserved**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 50 OAHPI PBV units rehabbed.	Actual housing units of this type after implementation of the activity = 133 total units, 89 OAHPI units and 44 public housing units rehabbed	Yes.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity =65 households (Phase 3 of Brooklyn Basin)	Actual number of households able to move to a better unit after implementation of this activity = 62 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. The error rate was determined using random file sampling as a result of an internal audit of specific waitlists. OHA will use this activity for RAD voucher holders.

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

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

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

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

**OHA and Standard Metrics**

**CE #3: Decrease in Error Rate of Task Execution**

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

**HC #3: Decrease in Wait List Time**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =60 months	Expected average number of months applicants spend on site-based waitlist per site	Actual average number of months applicants spent on waitlist.	
Campbell Village	60 months	65 months	12 months	Yes.
Lockwood Gardens	60 months	48 months	72 months- This waitlist was exhausted during the FY. It was reopened in May/June, the waitlist time will decrease to 0 months.	No
Peralta Villa	60 months	48 months	72 months- This waitlist was exhausted during the FY. It was reopened in May/June, the waitlist time will decrease to 0 months.	No
Harrison Towers	60 months	48 months	N/A – due to pending disposition and rehab.	N/A
Adel Court	60 months	60 months	11 months	Yes
Palo Vista Gardens	60 months	24 months	74 months	No
Linden Court	60 months	55 months	15 months	Yes
Mandela Gateway	60 months	55 months	120 months	No
Chestnut Court	60 months	24 months	30 months	No
Foothill Family Apts	60 months	75 months	60 months	Yes
Lion Creek Crossing	60 months	24 months	37 months	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%	Actual Vacancy rate per site (percentage)	
Campbell Village	2%	1.32%	3.73%	No
Lockwood Gardens	2%	2.71%	3.72%	No
Peralta Villa	2%	1.29%	3.11%	No
Harrison Towers	2%	0.67%	N/A due to pending disposition and rehab.	N/A.
Adel Court	2%	1.11%	4.72%	No
Palo Vista Gardens	2%	0.93%	3.25%	No
Linden Court	2%	1.54%	5.70%	No
Mandela Gateway	2%	3.80%	3.25%	Yes
Chestnut Court	2%	0.93%	8.89%	No
Foothill Family Apts	2%	0.79%	2.46%	No
Lion Creek Crossing I&II	2%	1.43%	1.35%	Yes
Lion Creek Crossing III	2%	0.45%	0.45%	Yes
Lion Creek Crossing IV	2%	0.00%	0.40%	No

**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 2023, OHA did not utilize 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 in FY 2023.	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 = 15 hours per RFP	Activity was not used in FY 2023.	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 an RFP and to increase housing choices by creating new or replacement affordable housing opportunities. In FY 2023, 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</b>				
<b>CE #1: Agency Cost Savings</b>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Zero projects were awarded PBV funding without an OHA administered RFP = Cost savings of \$0	OHA did not utilize the activity in FY 2023.
<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).	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 utilize the activity in FY 2023.

## B. Not Yet Implemented Activities

**Table 15: Approved MTW Activities Not Yet Implemented**

Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Recertifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <li>-Reduce costs and achieve greater cost effectiveness</li> <li>-Provide incentives for families with children to become economically self-sufficient</li> </ul>	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

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

Year Approved: 2022

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

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

Goals of the activity include:

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

*Actions Taken Toward Implementation:* This activity is designed to be used in any crisis or emergency situation and will be kept for future needs in emergency situations. In FY 2023, no action was taken to implement.

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

*Year Approved:* 2017

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

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

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

*Actions Taken Toward Implementation:* OHA put significant efforts in FY 2019 towards developing a research partnership with UC Berkeley to explore various questions and aspects of landlord behavior, incentives, motivations, and other useful metrics to determine future activities, incentives and amounts for increases. Due to challenges in executing the partnership, OHA was forced to put the research project on hold in FY 2020 and in FY 2021 explored other partnership opportunities but has not committed to any projects. In FY 2023, the activity remained on hold pending hiring the appropriate staff to move the activity forward.

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

*Year Approved:* 2013

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

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

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

*Actions Taken Toward Implementation:* OHA worked with the business system vendor to develop a specification for a modification to allow biennial and triennial re-certifications to be tracked and



scheduled. OHA is currently waiting for the vendor to deliver the software modification so that it can be tested and implemented and the appropriate metrics for this activity can be tracked. These sites are being transitioned to a different property management group and company and planning for this activity cannot begin until the transition is complete. Due to COVID 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. As the RAD conversion of Lion Creek Crossing Phases 1-4 did not convert, this activity was not removed from hold.

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

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

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

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

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

*Year Approved:* 2010

*Year Implemented:* 2010

*Year Placed on Hold:* 2011

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

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

### **D. Closed Out Activities**

OHA does not have any closed-out activities to report for FY 2023.

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

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

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

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System by first week of August 2023.

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

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

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

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

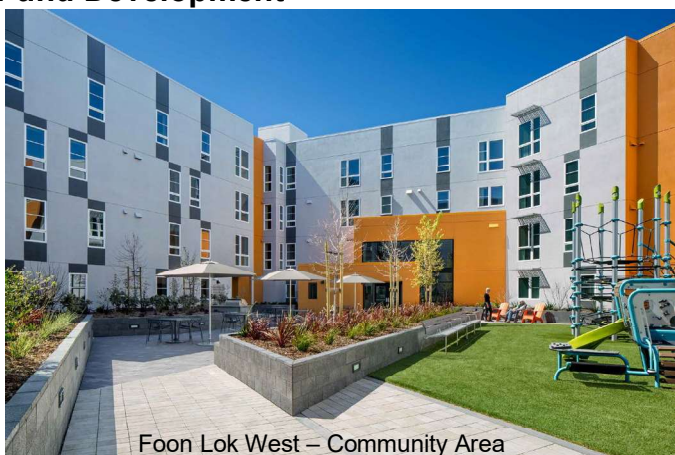
The OHA activities and initiatives described below used solely the single fund flexibility and no other MTW waiver or authorization.

#### Fund Deferred Maintenance and Capital Improvements

OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its OHA-managed sites and renovated 133 units, of which 44 were public housing. The remaining 89 units renovated were located at scattered sites located in a PBV portfolio called OAHPI.



#### Fund Development



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

Lease up was completed early in the FY on Phase 3 of Brooklyn Basin called Foon Lok West, which added 130 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. Phase 4 of

Brooklyn Basin, called Foon Lok East, began construction during the FY, and achieved 61% completion. OHA continued pre-development partnerships with EBALDC and EAH respectively to develop two new sites with affordable housing called 285 12th Street and Lake Park. OHA acquired an acquisition bridge loan and a predevelopment loan for 285 12<sup>th</sup> Street, a planned 65-unit affordable housing building on a currently vacant parcel.

#### Promoting Resident Empowerment and Self-Sufficiency

The Department of Family and Community Partnerships (FCP), created under single fund flexibility, provides information and referral services as well as other family supportive services to households served by OHA. FCP assigned two full-time coordinators to administer workforce development programming to maintain employment development opportunities and job readiness training for OHA residents. Job fairs and job readiness and retention trainings were offered, in addition to assistance from coordinators with computer access, online professional development training, and unlimited seminars.

The Family Self-Sufficiency (FSS) Action Plan was approved halfway through the FY, this allowed FCP to begin enrolling families into the newly redesigned program aimed at incentivizing enrollment for families of all income ranges. Enrollment began in April 2023 and has resulted in 41 families across varied income levels joining the FSS program to date.

OHA was awarded the Job Plus Grant to increase job opportunities for public housing residents at Lockwood Gardens, a large public housing site located in East Oakland. OHA continued to partner with the Oakland Private Industry Council (PIC) and Alameda County for the grant application and increased our partnerships with new and diverse employers located in East Oakland. This grant opportunity will allow OHA to scale and host large job fairs in our East District office, offer on-site support, employment labs, and computer access and literacy to underserved East District residents.

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In FY 2023, the FCP Department continued to dedicate one full-time Resident & Community Services Coordinator to support applicants with their housing search. During the FY, 127 participant households received housing search-related services such as rental portfolio/resume classes, assistance creating a master rental application, references, rental history review, referral to supportive services for security deposit assistance, and packing supplies as moving support. To facilitate the sharing of available information, FCP conducted three monthly housing workshops, one specific to Foster Youth to Independence (FYI) voucher applicants, and two for all other voucher holders. In FY23, FCP facilitated 23 workshops on the challenging Oakland rental market. Educational workshops focused on addressing lack of credit and rental history and tips on locating available rental units in Oakland.

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FCP transitioned the Spectrum Meal program to a hybrid setting, allowing senior residents to participate in a congregate meal setting or pick up their lunches at our office. FCP served an average of 26 participants monthly and served 3,187 meals during the FY. Due to low participation and Spectrum's updated congregate meal guidelines, FCP discontinued the program in June 2023.

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FCP offered and provided case management and counseling services to support residents with lease compliance, education, post-move-in counseling, and financial literacy. To support FYI youth with employment services, OHA sent 16 referrals to Lao Family Community Development, Inc. who worked with FYI participants to provide life and career skills development. Support included assistance with resume writing, interview strategies, job search, job placement, job retention, professionalism, effective communication, career planning, and case management.

FYI youth were encouraged to attend a Family Self-Sufficiency (FSS) Program orientation to enroll in the program to extend their voucher subsidy for an additional 24 months, and case management services to support their economic independence to self-sufficiency.

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FCP partnered with The Loss Prevention Group Inc. to offer Guard Card training to become a security guard at no cost to OHA residents. In parallel, residents are acquiring chef and catering skills through the Bread Project where residents gain not only the ability to prepare nutritious meals but also provides

job placement assistance and mentorship opportunities for a year following completion. To support these graduates in their culinary endeavors, OHA provides them with kitchen safety shoes, a chef knife set, and an apron. To date, this initiative has seen 56 residents gain vocational skills in these industries.

### **Youth Employment Program**

In FY 2023, FCP expanded the Youth Employment program from a summer program to a year-round youth employment program. The program offered work experience and employment training to over 150 resident youth between the ages of 16 and 24. Two nonprofit organizations, Lao Family Community Development, Inc. (LFCD) and Youth Employment Partnership (YEP), were contracted to work directly with youth employment participants. The training curriculum covered critical areas such as workforce orientation, job retention, introduction to emerging industries, and establishing proper work habits. It also emphasizes essential life skills like maintaining a drug-free lifestyle, nurturing a positive attitude, effective communication, time management, problem-solving, team building, and self-confidence. The overarching aim is to prepare Authority's residents for a diversified range of employment sectors by instilling a robust skillset and industry awareness. The program facilitated placements across a diverse range of organizations, such as the Oakland Zoo, Chabot College, Metrix Learning Center, and Starlite Child Development Center for youth to complete 100 hours of work experience.

### **Out-of-School Youth Programming**

FCP leveraged partnerships to improve education outcomes for school-aged children of resident families through the Education Initiative. The Education Initiative provided support to OHA youth residents as Promise Plus Program participants. The initiative's five primary educational goals are focused on: school attendance, being on time every day; school-aged children being prepared and enrolled in pre-k and kindergarten on time; school-aged children proficient in literacy by the third grade; all youth graduating from high school with a diploma; all children being prepared for college and/or career. Staff partnered with twelve K-12 schools in the Oakland Unified School District to provide supportive services to help families improve attendance and help students achieve positive academic outcomes through the Promise Plus program. Each family was assigned a Resident Services Coordinator to work on educational goals. The initiative provides a variety of support services for youth residents, including college scholarship and application workshops, college fairs, school and community-based literacy events, attendance challenge field trips, and ongoing student assessment of needs to ensure improved outcomes. The partner schools:



#### High Schools:

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

#### Middle Schools:

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

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

Promise Plus collaborates with the City of Oakland's Health and Human Services Agency to provide an annual summer lunch program and a local community-based healthcare agency to ensure youth residents receive vision exams and necessary eyewear to fully participate in their learning experience. Staff hosted an annual back-to-school campaign to distribute backpacks and school supplies to over 300 youths. Staff provided case management to families, attended school site meetings (Coordination of Student Support and Attendance Team), and referred parent(s) to programs



and services available within FCP in an effort to provide solutions for the entire household. Other partnerships that support the initiative include Community Education Partnerships (CEP), a local non-profit organization, that provided academic tutoring support in English and Math for 65 residents, and the Oakland Literacy Coalition, which awarded two mini grants to support family literacy events in the Fall and Spring. In the Fall, residents with Pre-Kindergarten/Kindergarten students were invited to engage in craft activities with their children while learning about preparing for school and improving reading comprehension. In Spring, FCP collaborated with Atlanta-based, STEAM Sports, to facilitate an E-Games competition at Lockwood Gardens. FCP continues to partner with the Boys and Girls Club to provide youth residents with a week-long outdoor experience at Camp Mendocino.

### **Digital Literacy (Chromebooks, Tablets)**

Expanded initiatives aimed at improving the economic and digital literacy skill-building outcomes for program participants by distributing Chromebooks and/or Tablets and providing digital literacy training. Through single-fund flexibility, staff will continue to provide technological devices and digital literacy training to help close the digital divide and improve skills needed for self-sufficiency. Staff will continue leveraging partnerships to increase virtual training opportunities that directly link residents to service providers. Additionally, the continued distribution of technological devices allows staff to support activities that enhance residents' ability to navigate the increased need for digital literacy in Oakland. Staff may explore options to provide additional equipment and other skill-building support for families.

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

Providing a safe and stable place to live for all OHA residents includes providing continual and effective security for our community was a top priority in FY 2023. One of the most effective ways to accomplish this goal is through the Oakland Housing Authority Police Department (OHAPD) activities, funded through MTW single-fund flexibility.



OHAPD's main goals for FY 2023 included fostering a community of safety by reducing violent crime while maintaining community relations, providing transparency and communications to residents, and working as a team with other OHA divisions to provide a cooperative effort toward the common goal of safety.

OHAPD reduced crime by conducting patrol and vacant unit checks on OHA properties in addition to responding to calls for service. OHA worked with the other divisions to provide services and resources to provide victims of crime with assistance. OHAPD also conducted initial and on-going evaluations of sites to prevent crime by personnel trained in Crime Prevention Through Environmental Design (CPTED).



## Expanded Community Engagement

To facilitate community and resident communication, OHAPD increased community education and use of the text tip-line. This program named Tip-411, is a text-based crime reporting program to effectively communicate with both staff and the resident community via massive group text and allowed residents to send and receive photos and videos. Tip-411 connected almost 2,900 registered users to updates regarding police activity, community events, and other activities affecting their community.



As Oakland exited the global pandemic, OHAPD increased outreach efforts to educate residents on services provides and to ensure strong working relationships with the resident community was a main objective of FY 2023. While the Tip-411 program addressed some of the challenges, OHAPD made a concerted effort to attend as many site meetings, special events, and community meetings, known as Neighborhood Council (NC), as possible. Additionally, OHAPD participated in many community

events such as Coffee with a Cop, Ice Cream Socials, Make Oakland Better (MOB) Community Clean Up, Safety Updates at Senior Sites, Anti-bullying Presentations, Christmas Tree Giveaway, and Youth Engagement events. In FY 2023, OHAPD attended 48 special events and 56 community meetings.

## Enhanced Partnerships

During FY 2023, the investigations unit attended approximately 50 Ceasefire meetings, a collaborative strategy among law enforcement, local clergy and community organizations to bring down violent-crime rates in the City of Oakland's Department of Violence Prevention. OHAPD fostered positive working relationships with law enforcement agencies and many community advocacy groups, exemplified by the fact that multiple OHAPD investigations were highlighted during these meetings.

Another important partnership formed during FY 2023 included the Mobile Assistance Community Responders of Oakland (MACRO). MACRO is a community response program for non-violent, non-emergency 911 calls. MACRO's response teams provide resources during non-emergent and non-violent calls for service.

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

- OHAPD focused on violent crime reduction.
- Conducted 9,007 patrol checks on OHA properties and 2,931 vacant unit checks.
- Ensured thorough and complete investigations to solve crimes and provided extra support and resources to Field Operations.
- Utilized multiple available databases, including internal systems, and provided staff trainings to ensure effectiveness of all staff members.
- Formed collaborative partnership with Mobile Assistance Community Responders of Oakland (MACRO).
- OHAPD ensured staff had significant time to conduct investigations.
  - Field Operations and Communications worked together to monitor priority calls and provided time and resources for investigations.

- OHAPD trained staff on accessing and searching multiple databases to identify subjects, victims, witnesses, vehicles, etc. to develop investigative leads. Staff and stakeholders were kept abreast of critical events and trends to facilitate collaboration during regular meetings and correspondence.

**Goal and Achievement for Maintained and Increased Transparency and Resident Partnerships**

- Implemented strategies to address community input and concerns discovered during the 2021-2022 Resident Survey.
- Increased the number of community and youth events.
  - Trunk or Treat and the annual Toy Giveaway were events focused specifically on youth and families.
  - Increased interaction with officers during youth summer events.
  - Increased the number of Explorers.
  - Regular presence at Neighborhood Councils to address OHA property issues.
- Increased use of technology, alert systems to notify residents and community members of crime trends and activities like to affect communities.
  - Implemented mass text crime reporting and alerting system with almost 2,900 participants.



**Security Deposit Assistance**

OHA provided security deposit assistance to EHV applicants where a security deposit is a barrier to being housed. OHA used \$19,780 in EHV funds, not MTW funds, to provide this assistance.

**Matching Funds**

OHA did not provide matching funds for grants in FY 2023.

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

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

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Expanded initiatives aimed at improving the economic and digital literacy skill-building outcomes for program participants by distributing Chromebooks and/or Tablets and providing digital literacy training. Through single-fund flexibility, staff will continue to provide technological devices and digital literacy training to help close the digital divide and improve skills needed for self-sufficiency. Staff will continue leveraging partnerships to increase virtual training opportunities that directly link residents to service providers. Additionally, the continued distribution of technological devices allows staff to support activities that enhance residents' ability to navigate the increased need for digital literacy in Oakland. Staff may explore options to provide additional equipment and other skill-building support for families.

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

Providing a safe and stable place to live for all OHA residents includes providing continual and effective security for our community was a top priority in FY 2023. One of the most effective ways to accomplish this goal is through the Oakland Housing Authority Police Department (OHAPD) activities, funded through MTW single-fund flexibility.

OHAPD's main goals for FY 2023 included fostering a community of safety by reducing violent crime while maintaining community relations, providing transparency and communications to residents, and working as a team with other OHA divisions to provide a cooperative effort toward the common goal of safety.

OHAPD reduced crime by conducting patrol and vacant unit checks on OHA properties in addition to responding to calls for service. OHA worked with the other divisions to provide services and resources to provide victims of crime with assistance. OHAPD also conducted initial and on-going evaluations of sites to prevent crime by personnel trained in Crime Prevention Through Environmental Design (CPTED).

### **Expanded Community Engagement**

To facilitate community and resident communication, OHAPD increased community education and use of the text tip-line. This program named Tip-411, is a text-based crime reporting program to effectively communicate with both staff and the resident community via massive group text and allowed residents to send and receive photos and videos. Tip-411 connected almost 2,900 registered users to updates regarding police activity, community events, and other activities affecting their community.

As Oakland exited the global pandemic, OHAPD increased our outreach efforts to educate residents on services provides and to ensure strong working relationships with the resident community was a main objective of FY 2023. While the Tip-411 program addressed some of the challenges, OHAPD made a concerted effort to attend as many site meetings, special events, and community meetings, known as Neighborhood Council (NC), as possible. Additionally, OHAPD participated in many community events such as Coffee with a Cop, Ice Cream Socials, Make Oakland Better (MOB) Community Clean Up, Safety Updates at Senior Sites, Anti-bullying Presentations, Christmas Tree Giveaway, and Youth Engagement events. In FY 2023, OHAPD attended 48 special events and 56 community meetings.

### **Enhanced Partnerships**

During FY 2023, the investigations unit attended approximately 50 Ceasefire meetings, a collaborative strategy among law enforcement, local clergy and community organizations to bring down violent-crime rates in the City of Oakland's Department of Violence Prevention. OHAPD fostered positive working relationships with law enforcement agencies and many community advocacy groups, exemplified by the fact that multiple OHAPD investigations were highlighted during these meetings.

Another important partnership formed during FY 2023 included the Mobile Assistance Community Responders of Oakland (MACRO). MACRO is a community response program for non-violent, non-emergency 911 calls. MACRO's response teams provide resources during non-emergent and non-violent calls for service.

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

- OHAPD focused on violent crime reduction.
- Conducted 9,007 patrol checks on OHA properties and 2,931 vacant unit checks.
- Ensured thorough and complete investigations to solve crimes and provided extra support and resources to Field Operations.
- Utilized multiple available databases, including internal systems, and provided staff trainings to ensure effectiveness of all staff members.
- Formed collaborative partnership with Mobile Assistance Community Responders of Oakland (MACRO).
- OHAPD ensured staff had significant time to conduct investigations.
  - Field Operations and Communications worked together to monitor priority calls and provided time and resources for investigations.
  - OHAPD trained staff on accessing and searching multiple databases to identify subjects, victims, witnesses, vehicles, etc. to develop investigative leads. Staff and stakeholders were kept abreast of critical events and trends to facilitate collaboration during regular meetings and correspondence.

### **Goal and Achievement for Maintained and Increased Transparency and Resident Partnerships**

- Implemented strategies to address community input and concerns discovered during the 2021-2022 Resident Survey.
- Increased the number of community and youth events.
  - Trunk or Treat and the annual Toy Giveaway were events focused specifically on youth and families.
  - Increased interaction with officers during youth summer events.
  - Increased the number of Explorers.
  - Regular presence at Neighborhood Councils to address OHA property issues.
- Increased use of technology, alert systems to notify residents and community members of crime trends and activities like to affect communities.
  - Implemented mass text crime reporting and alerting system with almost 2,900 participants.

### **Security Deposit Assistance**

OHA provided security deposit assistance to applicants where a security deposit is a barrier to being housed. OHA used a different source of funds to provide this assistance in FY 2023: Cares Act funding (\$293,619), EHV funds (\$19,780) and MTW Funds (\$67,614).

### **Matching Funds**

OHA did not provide matching funds for grants in FY 2023.

## **B. MTW Report: Local Asset Management Plan**

OHA did not implement a local asset management plan during FY 2023.

### Table 18: Local Asset Management Plan

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

Yes

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

No

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

No

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

## **Section VI. Administrative**

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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 2023 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 2023 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

### **D. MTW Energy Performance Contract (EPC) Flexibility Data**

Not applicable.



## **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

### Project-Based Voucher Allocations

Project-Based Voucher Allocation Projections as of					
June 20, 2023					
Development Name	Date of Board Approval	# Of PBV Units	Contract Date	Contract Expiration	Population Served
<b><i>HAP contracts</i></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 (Street Lofts)	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
14th St. Apartments at Central Station	January 22, 2007	20	November 25, 2009	November 24, 2024	Low Income Families
Tassafaronga Village Phase I	February 25, 2008	80	April 23, 2010	April 23, 2025	Low Income Families
Altenheim Senior Housing Phase II	April 28, 2008	40	April 5, 2010	April 4, 2025	Senior
Fairmount Apartments	October 24, 2008	16	March 8, 2010	March 7, 2025	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 27, 2025	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	May 24, 2010	19	August 1, 2010	July 31, 2025	Low Income Families
*Effie's House (10)	May 4, 2009	10	August 1, 2010	August 1, 2025	Low Income Families
Drachma Housing Inc	May 4, 2009	14	November 29, 2010	November 30, 2025	Low Income Families /
Drachma Housing LP		11	March 1, 2019	March 1, 2039	Low Income Families

Foothill Family Partners	June 28, 2010	11	August 1, 2011	January 12, 2027	Low Income Families
St. Joseph's Senior Apts	May 29, 2007	83	August 22, 2011	August 22, 2026	Senior
OHA Scattered Sites (OAHPI)					
AMP 9	July 27, 2009	1539	May 1, 2010	April 30, 2025	Low-income families/public housing disposition
AMP 10	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 11	July 27, 2009		January 1, 2010	December 31, 2024	
AMP 12	July 27, 2009		May 1, 2010	April 30, 2025	
AMP 13	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 14	July 27, 2009		January 1, 2010	December 31, 2024	
Lion Creek Crossings IV	April 28, 2008	10	January 13, 2012	January 12, 2027	Low Income Families
Savoy Phase 1 (A)	June 28, 2010	55	February 14, 2012	February 14, 2025	Special Needs
*Hugh Taylor house (35)	June 11, 2011	35	May 8, 2012	May 7, 2027	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	June 11, 2011	96	June 7, 2012	June 6, 2032	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6th and Oak)	May 4, 2009	50	June 27, 2012	June 26, 2027	Senior
720 E 11th Street Apts (aka Clinton Commons)	April 28, 2008	16	October 2, 2012	October 2, 2027	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	April 23, 2007	11	November 15, 2012	November 15, 2027	Senior
Kenneth Henry Court	April 11, 2011	13	February 8, 2013	March 5, 2027	Low Income Families
California Hotel Phases 1 and 2	February 28, 2011	88	March 1, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
James Lee Court	October 25, 2010	12	March 21, 2013	March 20, 2028	Low Income Families
Savoy Phase 2 (B)	June 28, 2010	46	March 29, 2013	February 14, 2025	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	May 4, 2009	11	May 8, 2013	May 8, 2028	Low Income Families
Oak Point Limited (OPLP)	October 25, 2010	15	May 30, 2013	May 30, 2028	Low Income Families
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
Madison 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			Low Income Families

Additional vouchers awarded	May 23, 2016	5	February 25, 2020	February 25, 2040	
Additional vouchers awarded	May 8, 2017	5			
Eastside Arts & Housing	February 27, 2017	10	January 29, 2020	December 29, 2040	Low Income Families (08)
Embark Apartments	May 23, 2016	61	February 24, 2020	February 24, 2040	Affordable Housing for Veterans / VASH (31)
Courtyards at Acorn	December 5, 2016	27	January 10, 2020	January 9, 2040	Low Income Families (08)
Bishop Roy C. Nicholas	December 5, 2016	16	March 12, 2020	March 12, 2040	Low Income Seniors (08)
Empyrean	October 24, 2016	32	June 15, 2020	June 15, 2040	Low Income Families
Northgate Apts	December 5, 2016	14	October 29, 2020	October 29, 2040	Low Income Families (08)
Oak Street Apts	December 5, 2016	25	December 16, 2020	December 15, 2040	Low Income Seniors
3268 San Pablo	June 25, 2018	50	February 18, 2021	February 18, 2041	Senior Housing
Paseo Estero 9% (Brooklyn Basin 1A)	February 1, 2018	3	February 25, 2021	February 24, 2041	Low-income families
Paseo Estero 4% (Brooklyn Basin 1B)	February 1, 2018	47	February 25, 2021	February 24, 2041	Low-income families
Vista Estero (Brooklyn Basin 2)	February 1, 2018	82	February 25, 2021	February 24, 2041	Low-income seniors
Oak Grove North	August 28, 2017	77	March 8, 2021	March 7, 2041	Low-income seniors
Nova Apartments	July 23, 2018	56	May 12, 2021	May 11, 2041	Permanent Supporting Housing
Sylvester Rutledge Manor	December 5, 2016	64	July 15, 2021	July 14, 2036	Low Income Seniors (08)
Aurora Apartments	July 23, 2018	43	July 21, 2021	July 20, 2041	special needs
Fruitvale Studios	June 25, 2018	12	April 27, 2022	April 26, 2042	formerly homeless and special needs
Coliseum Place	May 23, 2016	37	May 19, 2022	May 18, 2042	Homeless, HOPWA and Low-income
Foon Lok West (Brooklyn Basin 3)	February 26, 2018	65	May 23, 2022	May 22, 2042	Low Income Families/Special Needs
Kenneth Henry Court	February 27, 2017	15	May 31, 2022	May 30, 2042	Low-income families (08)
	<b>Units under HAP Contract</b>	<b>4,510</b>			

<b>AHAP Contracts</b>	<b>Date of BoC approval</b>	<b># PBV Units</b>	<b>AHAP Contract Date</b>	<b>Population Served</b>
95th and International	April 29, 2019	27	May 20, 2021	formerly homeless/low-income families

Fruitvale Transit Village Phase IIB	June 25, 2018	75	July 9, 2021	families and seniors
Foon Lok East (Brooklyn Basin 4)	February 26, 2018	61	May 9, 2022	low income families/special needs
7th and Campbell	July 23, 2018	20	April 12, 2022	formerly homeless
Additional vouchers awarded	February 1, 2019	19		formerly homeless
W Grand and Brush	July 23, 2018	28	July 14, 2022	formerly homeless
Ancora Place	April 29, 2019	31	July 28, 2022	low-income families/special needs
		<b>Units under AHAP Contract</b>	<b>261</b>	

<b>Conditional Awards</b>	<b>Date of BoC approval</b>	<b># PBV Units</b>	<b>AHAP Contract Date</b>	<b>Population Served</b>
3801 MLK Family Housing	July 23, 2018	16	pending	families and special needs
34th and San Pablo	July 23, 2018	25	pending	Low-income families
Friendship Senior Housing	April 29, 2019	34	pending	special needs/seniors
285 12th St	July 22, 2019	16	pending	formerly homes/low-income families
additional VASH vouchers	June 27, 2022	8	pending	PBV VASH
500 Lake Park Ave	February 3, 2020	14	pending	PBV VASH
additional VASH vouchers	June 27, 2022	4		
2700 International Blvd	January 23, 2023	19	pending	PBV VASH
		<b>Units with conditional award</b>	<b>136</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
15th and Harrison	TBD	100	pending conditional	low-income families
RAD Conversion (Chestnut/Linden/LLC/Foothill and Mandela Gateway)	CY2019	307	special PBV	low-income families
		<b>508</b>		

**Total PBV Units Allocated 5,415**

## Appendix B

### Overview of Other Housing

Overview of Other Housing					
	Total Unit Count	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Other HUD Funding	Unsubsidized/ Manager Units
<b>HOPE VI Sites</b>					
Chestnut Court	72	45			1
Linden Court	79	38			1
Mandela Gateway	168	46	30		2
Foothill Family Apartments	65	21	11		1
Lion Creek Crossings - Phases 1 - 5	567	157	171		5
<b>Other Mixed Developments</b>					
Tassafaronga Village - Phases 1 and 2	157		99	19	2
Cathedral Gardens	100		43	5	1
Keller	201			157	33
Harrison Senior	73		11	62	1
Lakeside Senior Apts.	92		91		1
Prosperity Place	71		35	8	1
ACTS/CYRENE	59		14		1
Brooklyn Basin (Paseo and Vista Estero, Foon Lok West, Foon Lok East)	465		258		4
Empyrean	66		32		1
AveVista	68		34		1
Oak Grove North and South	151		149		2
<b>Total Units</b>	<b>2454</b>	<b>307</b>	<b>978</b>	<b>243</b>	<b>58</b>



## Appendix C

### Affordable Housing Development Activities

Affordable Housing Development Activities by Unit Type							
	FY 2023 Outcomes Non-traditional Units	FY 2023 Outcomes Traditional Units	FY 2023 Outcomes Manager Units	Total Units	Public Housing	Project- Based Vouchers	Tax Credit Only
<b>BoC APPROVED PROJECTS</b>							
<b>IN PREDEVELOPMENT</b>							
285 12th Street	48	16	1	65	0	24	41
500 Lake Park	34	18	1	53	0	18	35
Mandela Station Affordable	178	60	2	240	0	60	180
Foothill Family Apartments	32	32	1	65	21	11	33
Harrison Tower	0	100	1	101	0	100	1
Coliseum Way	36	0	1	37	0	0	37
The Phoenix	100	0	1	101	0	0	101
2700 International	74	0	1	75	0	19	56
3050 International	75	0	1	76	0	0	76
Friendship Senior	49	0	1	50	0	0	50
<i>Total in Predevelopment</i>	626	226	11	863	21	232	610
<b>UNDER CONSTRUCTION</b>							
Brooklyn Basin 4 (Foon Lok East)	62	61	1	124	0	61	63
<i>Total Under Construction</i>	62	61	1	124	0	61	63
<b>NEW CONSTRUCTION PLACED IN SERVICE</b>							
Brooklyn Basin 3 (Foon Lok West)	64	65	1	130	0	65	65
<i>Total Placed in Service</i>	64	65	1	130	0	65	65
<b>COMPLETED REHABILITATION</b>							
OAHPI	0	89	0	1,539	44	1,539	0
<i>Total Rehabilitation</i>	0	89	0	1,539	44	1,539	0
<b>COMBINED TOTAL</b>	<b>752</b>	<b>441</b>	<b>13</b>	<b>2,656</b>	<b>0</b>	<b>1,897</b>	<b>738</b>

**Appendix D**

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**MTW and Non-MTW Housing Stock**

**FY 2023 MTW Housing Inventory  
MTW and Non-MTW housing stock**

**End of FY 2023**

**MTW PUBLIC HOUSING**

**Large Family Sites**

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

**Designated Senior Sites**

Adel Court	30
Palo Vista Gardens	100
Harrison Towers	<u>101</u>
	<b>231</b>

**HOPE VI Sites**

Linden Court	38
Mandela Gateway	46
Chestnut Court	45
Foothill Family Apts.	21
Lion Creek Crossings Phase 1	45
Lion Creek Crossings Phase 2	54
Lion Creek Crossings Phase 3	37
Lion Creek Crossings Phase 4	<u>21</u>
	<b>307</b>

**TOTAL PUBLIC HOUSING 1,454**

**VOUCHER (SECTION 8) AND OTHER HUD PROGRAMS**

**MTW**

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

**Non -MTW**

Veterans Affairs Supportive Housing (VASH)	526
Mainstream	212
Family Unification Program (FUP)	51
Foster Youth to Independence (FYI)	49
Emergency Housing Vouchers (EHV)	515
Stability Vouchers (SV)	81
Tenant Protection Vouchers	101
Tenant Based Vouchers	46

**TOTAL VOUCHERS 14,821**

**Other HUD Programs**

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>15,295</b>
<b>MTW LOCAL PROGRAMS</b>	
Parents and Children Together (PACT)	20
Local Housing Assistance Program (LHAP)	7
Sponsor-based Housing Assistance Program (SBHAP)	180
Building Bridges SRO	192
Building Bridges SRO/shared & transitional	61
Building Bridges THP+	50
Building Bridges CalWORKs	50
Building Bridges Key To Home	23
Homekey	180
Tax Credit Units with no Traditional Subsidy	1,141
<b>TOTAL LOCAL PROGRAMS</b>	<b>1,904</b>
<b>TOTAL</b>	<b>18,653</b>

## Appendix E

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### Glossary of Acronyms

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

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

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

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

**BB** – Building Bridges Initiative

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

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

**BBCalWORKs** – Building Bridges CalWORKs program

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

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

**EBALDC**- East Bay Asian Local Development Corporation

**EHV** – Emergency Housing Vouchers

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

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

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

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

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

**FYI** – Foster Youth to Independence Vouchers

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

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

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

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

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

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

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

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

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

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

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

**NSPIRE** – National Standards for the Physical Inspection of Real Estate, the new inspection protocol replacing HQS and UPCS.

**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