Making Transitions Work

ANNUAL PLAN

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Oakland Housing Authority

FISCAL YEAR 2020

JULY 1, 2019 – JUNE 30, 2020

DRAFT

Fiscal Year 2020 MTW Annual Plan

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Oakland Housing Authority

Fiscal Year 2020 MTW Annual Plan

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Section I. Introduction

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

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

MTW Demonstration Program

OHA was selected to participate in the Moving to Work (MTW) Demonstration program in 2001 and is one of 39 public housing authorities in the nation, out of approximately 3,400, participating in the MTW program. OHA executed its first MTW agreement with HUD in March of 2004. Initially, OHA executed a seven-year agreement, which would have expired on June 30, 2011. However, OHA and HUD signed the Amended and Restated Moving to Work Agreement (Agreement), which extended OHA's participation in the MTW demonstration through June 30, 2018. In December 2015, Congress authorized the extension of the MTW agreements of the 39 agencies to terminate in year 2028. This extension allows OHA to continue its localized housing programs and to continue to implement various innovations that remove barriers to housing for over 16,000 households.

Originally authorized under the Omnibus Consolidated Recessions and Appropriations Act of 1996, the MTW Demonstration program waives certain provisions of the Housing Act of 1937 and HUD's implementing requirements and regulations. In addition, using MTW authority, OHA may combine funding from several HUD programs into a Single Fund Budget with full flexibility. The MTW program provides a unique opportunity for housing authorities to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. The Authority may use MTW funds in the Single Fund Budget for approved eligible MTW activities including operating subsidy, capital improvements, acquisition and new construction, and resident services. In addition, OHA's agreement allows the MTW funds to be used outside of the traditional public housing and Housing Choice Voucher programs to support local housing activities. The Oakland Housing Authority has renamed the MTW program *"Making Transitions Work"* in order to acknowledge the various ways MTW can facilitate transitions for families at various rungs of the housing ladder and better reflect the potential of the demonstration program to positively impact the lives of Oaklanders.

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

Statutory Requirements	Statutory Objectives
➢ assist substantially the same total number of eligible low-income ➢ families under MTW as would have been served absent the demonstration ➢ Maintain a mix of families (by family size) comparable to those they would have served without the demonstration ➢ Ensure that at least 75 percent of the families assisted are very low-income ➢ Establish a reasonable rent policy to encourage employment and self-sufficiency ➢ Assure that the housing the agencies provide meets HUD's housing quality standards	➢ Reduce costs and achieve greater cost effectiveness in Federal expenditures; ➢ Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs, that assist in obtaining employment and becoming economically self-sufficient; and ➢ Increase housing choices for low income families

OHA is obligated to achieve through its programs and activities each statutory requirement annually. OHA's strategy to comply with each statutory requirement is discussed in Section II. Additionally, OHA must design and implement all approved MTW activities to meet at least one of the statutory objectives. Many of OHA's MTW initiatives meet more than one of the statutory goals and the discussion of these goals and the various strategies OHA will use to meet them and stabilize housing for over 35,000 people in Oakland is included in Section IV.

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

OHA will manage 25 activities in its MTW portfolio. In FY 2020, OHA's approach will focus on streamlined and more efficient operations that are based on data-driven practices. Due to funding uncertainties, OHA also will focus its resources on creative yet strict management of its funding to maximize families served in Oakland. By channeling resources into project-based voucher allocations and lease ups, OHA will control the flow of vouchers into the market and be insulated from volatile market conditions. By disposing of 253 units of senior public housing through conversion to project-based voucher units, OHA expects to be better able to maintain and improve units that have suffered from years of deferred maintenance and underfunding in the public housing program. Continued implementation of existing initiatives such as landlord incentives to recruit and maintain landlords will help offset the housing shortage plaguing Oakland and the greater Bay Area rental market. Additionally, OHA intends to expand its rollout of local program initiatives such as Building Bridges, which serve special populations that would most likely not be successful in accessing the traditional Section 8 and Section 9 programs.

As part of its streamlining efforts, OHA proposes to expand the use of alternative recertification schedules through activity 14-01 to reduce costs associated with frequent recertification and provide incentive to residents to increase their earned income, by deferring rent adjustments due to income increases. OHA plans to submit a Rental Assistance Demonstration (RAD) application for 6 mixed finance sites affecting 261 units of public housing to be implemented upon approval in FY 2020. This demonstration will provide a more stable financing platform in order to facilitate

future refinancing of these properties and streamlined property and asset management processes for these complex mixed-finance projects. Lastly, OHA plans to complete the rehabilitation of its administrative offices at 1619 Harrison Street to enhance the efficiency and customer experience of the facility while upgrading infrastructure and technology to modern standards.

OHA will use MTW flexibilities to support local programs under its Building Bridges initiative and it will continue to provide capital contributions through the acquisition and ground-leasing of land as well as loans towards affordable housing development. OHA plans to grow its resident initiatives aimed at improving the economic outcomes of program participants by using its Single Fund Flexibility and MTW Activities to increase self-sufficiency outcomes for families with children and to expand the Community and Economic Development division to provide comprehensive case management and job development to OHA families. OHA also plans to continue partnerships built through alignment of social service agencies and community partners to support participants through service enriched housing models to improve their lifetime outcomes in the areas of education, health, and lifetime earnings potential.

Using data to inform program and policy decisions is a cornerstone of OHA's approach to evaluating and improving its education initiative in partnership with the Oakland Unified School District. This initiative supports the educational success of OHA youth, with the belief that quality education is crucial to deconstructing systemic inequities and interrupting intergenerational poverty. The initiative will enjoy a program redesign in FY 2020, building upon the lessons learned from previous program years. There are five pillars to the program: early school enrollment, attendance, third grade reading level, high school graduation, and seeking additional education through college or skills training. Using data collected and shared by the Oakland Unified School District since 2012, coupled with internal OHA data, the Education Initiative revamp will start with a thorough program assessment to better understand which of the past and current policy interventions had the intended effects. OHA will continue its evaluation efforts by examining the Parents and Children Together (PACT) program (Activity #11-05 and #10-01) and its impact to parents exiting the criminal justice system, being reunited with children in a stable housing environment, coupled with rich supportive services. Using up to date technology to provide data and tools to both monitor and evaluate program success will continue as OHA upgrades its core business system to the latest version, facilitating new tools and interfaces to enhance efficiency and the information exchange with residents.

OHA will continue to increase operational efficiency, promote public safety at OHA sites, and expand affordable housing opportunities and preservation of current affordable housing resources in response to the steep increases in rents and other difficult market conditions.

The MTW Annual Plan

As required by the Agreement, OHA prepares its MTW Annual Plan for submission to HUD each year. OHA uses the standard format described in Attachment B of the MTW Agreement, HUD form 50900. OHA's MTW Annual Plan is intended to provide residents, the public, and HUD with information on OHA's programs and policies, including both approved and planned MTW activities and operating budgets and capital investment plans. The following provides a summary of the sections of the FY 2020 MTW Plan:

Section I. Introduction

This section provides general information about the MTW Demonstration program, an overview of OHA's short-term and long-term goals for FY 2020, and a summary of the Plan.

Section II. General Housing Authority Operating Information

This section includes general housing stock, lease-up, and waiting list information as well as OHA's plan for maintaining compliance with the statutory requirements.

Section III. Proposed MTW Activities

This section includes information on the following proposed MTW activities. OHA proposes no new activities this year.

Section IV. Approved MTW Activities

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

- 22 activities that will be active during the program year.
- 4 activities that we do not anticipate using during the program year.

Section V. Sources and Uses of Funding

This section includes summary budget information for FY 2020 including planned sources and uses for MTW and non-MTW (special purpose) funds.

Section VI. Administrative

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

Section VII. Appendix

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

Section II. General Housing Authority Operating Information

A. Housing Stock Information

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

OHA does not anticipate adding any new public housing units during FY 2020. See Appendix D for an overview of OHA housing stock.

Table 1: Housing Stock Information

Asset Management Project (AMP) Name and Number	Bedroom Size						Total Units	Population Type *	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A

Total Public Housing Units to be Added in the Plan Year 0

* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: **N/A**

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

In July 2018, the Department approved application #DDA0008342 to dispose of 253 units in three senior sites. The application seeks to preserve the units and resolve longstanding issues related to chronic funding decreases in the public housing program, and the resulting impact of deferred maintenance over many decades. OHA is planning to complete the disposition of Oak Groves North and South in late FY 2019 and Harrison Towers by the end of FY 2020. However, the table below includes all units that are planned for disposition in the FY 2020 Plan in case there are unexpected delays in converting the Oak Grove units and the completion of their disposition falls into FY 2020.

OHA is currently working with the owners of six mixed-finance sites to pursue a conversion of public housing to Project-Based Vouchers (PBV) under the Rental Assistance Demonstration (RAD) program, with a target date for conversion at the end of calendar year 2019. Once the planning process is completed, OHA expects that the conversion process will take approximately six months. The conversion of these units through RAD to project-based subsidy provides a more stable funding platform that will facilitate future refinancing or re-syndication transactions, resulting in greater funding availability for

capital improvements. It will also streamline the operations and management of these properties by simplifying the compliance and reporting requirements by reducing the number of operating subsidy sources.

The PBV contracts that will be executed as a result of the RAD conversions have a number of differences compared to other PBV contracts issued by OHA. Notably, the initial rent-setting and rent adjustment mechanisms are tied to the current Annual Contributions Contract (ACC) subsidy and do not allow owners to periodically request market-based rent adjustments. Additionally, there are a number of tenant protections that will be extended to residents in RAD units that more closely resemble those afforded under public housing programs, with the intent of avoiding any adverse consequences for tenants as a result of conversion.

Table 2: Planned Public Housing Units to be Removed		
AMP Name and Number	**Number of Units to be Removed**	**Explanation for Removal**
Oak Grove North	77	Disposition Applicatoin #DDA0008342
Oak Grove South	75	Disposition Applicatoin #DDA0008342
Harrison Towers	101	Disposition Applicatoin #DDA0008342
Linden Court	38	RAD Conversion
Chestnut Court	45	RAD Conversion
Lion Creek Crossing I & II	99	RAD Conversion
Lion Creek Crossing III	37	RAD Conversion
Lion Creek Crossing IV	21	RAD Conversion
Mandela Gateway	46	RAD Conversion
Foothill Family	21	RAD Conversion
Total Number of Units to be Removed	560	Total Number of Public Housing Units to be Removed in the Plan Year.

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

In FY 2020, OHA plans to add approximately an additional 936 Project-Based vouchers (PBVs) through a variety of strategies. This includes 101 units through disposition, 307 units through RAD conversion, 226 though new construction at Brooklyn Basin and 15th and Harrison and the remaining 348 through continued lease up of previously conditionally awarded units. Completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites previously awarded through two Requests for Qualifications (RFQ) issued in FY2017, will complete the 348 new units through various projects specified in Table 3.

During the FY, OHA plans on converting six mixed-finance properties to PBVs through the first component of the RAD program. These sites include Chestnut Court, Linden Court, Foothill Apartments Mandela Gateway, and Lion Creek Crossing Phases 1 through 4 for a

total of 307 additional PBV units and OHA expects completion of the conversion pending application approval in late FY 2020.

The Authority's disposition application of 253 units of senior public housing described in Section II was approved in FY2019 and the conversion of these units to PBV subsidy is started in late FY2019. The timeline for completion of disposition of Oak Groves North and South (152 units) is the beginning of FY 2020 and Harrison Towers (101 units) is expected to be completed during the FY, adding a total of 250 units to project-based subsidy through the issuance of new tenant-protection vouchers.

The Empyrean Towers, a market-rate Single Room Occupancy (SRO) building built in 1911 consisting of 99 small units with no kitchens. Renovation will be completed to expand the units to studios and one-bedroom apartments, all including baths and kitchenettes and lease up during the FY adding an additional 32 PBVs. Development projects are in the pipeline for Brooklyn Basin, a large multi-phased development and for the 15th and Harrison site. OHA expects that 132 units of Brooklyn Basin phases 1 and 2 will be completed and leased up with PBV subsidy and 126 PBV units for phases 3 and 4 will be placed under AHAP contract during the FY. The 15th and Harrison project is in early pre-development and progress is currently on hold, however OHA estimates that approximately 100 units will be conditionally awarded and under an AHAP contract if development moves forward this fiscal year.

OHA continues to award Project Based Vouchers through the City of Oakland Notice of Funding Availability (NOFA) and the County of Alameda Measure A1 Housing Development Programs NOFA. These OHA Board Approved conditional awards are highlighted in Appendix B. These projects add an additional 982 PBV units to OHA's total allocation of 5,022 PBV assisted units which is approximately 39 percent of the voucher portfolio. With additional conditional awards and pending projects in the pipeline, the total PBVs are projected to be 5,273 or approximately 40% of the MTW voucher pool.

Table 3. Planned New Project-Based Vouchers			
Project-based for first time during plan year where at least an AHAP is in place by end of plan year			
Property Name	**Number of Vouchers Project-Based**	**RAD?**	**Description of Project**
Town Center at Acorn	50	No	ACORN, which is made up of two properties – Town Center and Courtyard at Acorn, was originally constructed in the 60s as part of the City's efforts to redevelop West Oakland, and had gone through extensive rehabilitation in late 90s by BRIDGE Housing. The project, being an integral part of the West Oakland redevelopment, is close to amenities and job centers. In addition, BRIDGE is offering on-site services programs targeting the current 225 residents who are under age 18, which include summer internships, recreation programs and computer learning at the site's computer learning center. Town Center at Acorn is Phase I & II of the redevelopment. Located at 1143 10th Street, Town Center at Acorn consists of 206 units serving low-income families. The 50 PBV subsidies will be attached to 4 studios, 10 one-bedrooms, 20 two-bedrooms, and 16 three-bedrooms.
Courtyards at Acorn	30	No	Courtyards at Acorn is Phase II of the Acorn redevelopment project. It is an 87-unit property located at 923 Adeline Street, serving low income families. The 30 PBV subsidies will be attached to 2 studios, 4 one-bedrooms, 12 two-bedrooms and 12 three-bedrooms.
Bishop Roy C. Nichols	17	No	The project, located at 1027 60th Street, is a 17-unit building, all one-bedroom units. It is a low-rise three-story building with an elevator, a community room and a laundry room built in 2003. The project is specifically set aside for low-income seniors aged 62 plus and with incomes at 45% AMI or less. The project owner, Christian Church Homes (CCH) has over 50 years of experience in developing and managing senior affordable housing. All 17 PBV subsidies will be attached to one-bedroom units.
Sylvester Rutledge Manor	64	No	The project, located at 3255 San Pablo Avenue, was built in 2002 for serving low-income seniors aged 55+. It is a low-rise development consisting of 64 one-bedroom units with full kitchens. All 64 PBV subsidies will be attached to one-bedroom units. The PBV subsidies will allow CCH to increase on-site supportive services for both Bishop Roy Nichols and Sylvester Rutledge Manor and lessen the rent burden for low-income seniors at both projects.
Oak Street Apartments	25	No	The project, located at 1109 Oak Street, serves low-income seniors aged 55+. It is a 5-story 39-unit affordable senior housing property with commercial spaces on the ground floor. It is designed as a mixed use project to foster a vibrant community and serves residents of the neighborhood. SAHA provides a part-time service coordinator who helps and advocates for senior residents in navigating the social services system. All 25 PBV subsidies will be attached to studio units.
Eastside Arts & Housing	10	No	Eastside Arts and Housing is a 16 unit affordable housing property located at 2283 International Boulevard in the San Antonio neighborhood of Oakland. The building was built in 1928 and rehabbed in2006. The ground floor retail spaces house the Eastside Cultural Center. All of the units are filled with light, featuring amenities such as high ceilings, granite countertops, large windows, wood floors, and architectural details such as arched doorways. It is a secure building with intercom, and there is an onsite laundry room.

Kenneth Henry Court	**15**	**No**	**Kenneth Henry Court is a 51 unit affordable housing property located at 6475 Foothill Boulevard in East Oakland. KHC has been providing permanent affordable housing to the area's residents for over twenty years. The development was in foreclosure due to the closing of Oakland Community Housing, Inc. SAHA acquired the property, performed necessary rehabilitation in 2013, and assumed operations in order to preserve the existing housing and maintain the property as an affordable development and long-term community asset. All of the units are spacious, featuring maple cabinets, and some are townhouse-style units. All of the units have washer and dryer hook-ups. Also, the property has a community room, computer room, laundry room, and playground. It also features a secure entrance with intercom, and a security camera system.**
3268 San Pablo	**50**	**No**	**3268 San Pablo is a 51 unit new construction project serving seniors that earn between 20% and 60% of the Area Median Income (AMI). The project's unit mix is comprised of 13 studio units and 38 one-bedroom units (including one manager's unit). Of the 51 units, 13 units (25%) will be designated for extremely low-income household that are formerly homeless or at risk of homlessness and an additional 13 units (25%) will be designated for low-income veterans.**
Fruitvale Transit Village Phase IIB	**75**	**No**	**The Fruitvale Transit Village Phase IIB is the third and final phase of of the Fruitvale Transit Village, a mixed-use transit oriented development. The project will be a 4 and 5 stories of Type III and Type V construction cover a concrete podium. There will be 180 units of affordable rental housing, a large exterior courtyard over the podium in addition to the interior common spaces. The ground floor will inlcude a 7,200 SF spaace for a non-profit clinic. The project will will be available to families making up to 60% of AMI, and 20% of the units will be set aside for seniors aged over 55 with chronic illness.**
Fruitvale Studios	**12**	**No**	**The Fruitvale Studios is a substantial rehabiltation project of 24 studios apratment units located at 2600 International Blvd. The project will be a is a 100% permenent supportive housing community with resident supportive services available on-site available to all residents. Half the units wil be set aside for individuals with special needs or who experiencing homlessness.**
Harrison Towers	**101**	**No**	**101 units of senior housing located at 1621 Harrison St in downtown Oakland. The units are one bedroom and the property has a community room and computer stations for seniors. Satellite Affordable Housing provides robust resident services.**
Chestnut Court	**45**	**Yes**	**Chestnut Court has 72 units, 45 which are project-based, along with a child-care center, retail space and a dedicated center to provide technology and job training to residents.**
Foothill Apartments	**21**	**Yes**	**Foothill Family Apartments is a 65-unit low-income housing tax credit development with 21 project-based units located at 6946 Foothill Boulevard.. The project contains a total of 65,988 rentable square feet that are located in eleven (11), three-story residential buildings. One of the buildings also contains an approximate 1,300 square feet community room and a management office, while three (3) of the structures have laundry rooms for use by the residents. Of the total 65 subject units, 10 are two bedroom/one bath flats, 22 are two bedroom/one and a half bath townhouses, five (5) are three bedroom/two bath flats, and 28 are comprised of three bedroom/two and a half bath.**

Lion Creek Crossing Phases I, II, II and IV	**157**	**Yes**	**Lion Creek Crossings is a five-phase master planned redevelopment project undertaken by the Oakland Housing Authority (OHA) in partnership with the City of Oakland, the Bay Area Rapid Transit District (BART), and the East Bay Asian Local Development Corporation (EBALDC) and The Related Companies of California as the master developers. The 22-acre site was previously a 178-unit public housing development known as Coliseum Gardens and 18 nearby residential and industrial properties owned by various public and private owners.**
15th and Harrison	**100**	**No**	**"15th/Harrison" is a proposed mixed-used affordable housing development located on an underutilized OHA-owned site located at 1440 – 1500 Harrison Street in Downtown Oakland. The project is anticipated to include 100-150 homes for low- to extremely low-income families and individuals with special needs in a newly constructed Type 1 / Type III structure. The project is also anticipated to include ground floor commercial space.**
Mandela Gateway	**46**	**Yes**	**Mandela Gateway is aa vibrant cmplex of affordable units, townhomes and condos with over 20,000 square feet of retail space, outdoor play area, community spaces, a landscaped town square and many services. It includes 168 one, two, three and four bedroom units and is located across from the West Oakland BART station**
Linden Court	**38**	**Yes**	**Linden Court contains units and 39 units with project-based subsidies along with a child-care center, retail space and a dedicated center to provide technology and job training to residents.**
Brooklyn Basin - 3 and 4	**126**	**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.**
	982	**Planned Total voucher to be Newly Project-Based**	

Table 4: Planned Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.

Property Name	Number of Project-Based Vouchers	Status at End of Plan Year*	RAD?	Description of Project
Mandela Gateway	30	Leased/Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Alteheim Senior Housing Phase I	23	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	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	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 Crossign III	16	Leased/Issued	No	The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units.
Seven Directions	28	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 Foothil	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	Leased/Issued	No	An affordable housing project of 80 units in downtown Oakland for low-income /homless with HIV/AIDS families. The project was leased up in 2009 with 20 PBV units.
Jack London Gatew	60	Leased/Issued	No	An affordable housing project of 60 units in West Oakland for low-income seniors. The project was leased up in 2009 with 60 PBV units.
14th St at Central Station	20	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	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	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	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	Leased/Issued	No	The second and final phase of Tassafaronga project with 20 units for low-income/homless with HIV/AIDS families. The project was leased up in 2010 with 19 PBV units.
Harp Plaza	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**	**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**	**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**	**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**	**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**	**Committed**	**No**	**It is a scattered site public housing disposition project involving 1,539 units for low-income families. The project was assited with PBV subsidies since 2010.**
Lion Creek Crossings IV	**10**	**Leased/Issued**	**No**	**The 4th phase of Lion Creek Crossings project of 72 units in East Oakland for low-income families. The project was leased up in 2012 with 10 PBV units.**
Savoy Phase 1	**55**	**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**	**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**	**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 (6th and Oak)	**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 11th Street Apts (aka Clinton Commons)	**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**	**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**	**Leased/Issued**	**No**	**An affordable housing project of 51 units in the Bancroft discrict of Oakland for low-income families. The project was leased up in 2013.**
California Hotel Phases 1 and 2	**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**	**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**	**Leased/Issued**	**No**	**The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homless/HIV/AIDS individuals. This phase was leased up in 2013.**
Slim Jenkins Court	**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**	**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**	**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	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	Leased/Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	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	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	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	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	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	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	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	Leased/Issued	No	An affordable housing project of 68 units in Lake Merrit area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	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	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	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	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	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	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.
Westlake Christian Terrace West (WCTW)	121	Leased/Issued	No	Westlake Christian Terrance 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

Brooklyn Basin - 1 and 2	132	Committed	No	The project is a large scale, master planned community along Oakland's waterfront. The project is to be developed in phases, two of the parcels acquired by the City of Oakland and OHA will be developed into 465
Empyrean	32	Leased/Issued	No	The Empyrean is a 99 unit severly 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	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	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	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	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	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	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	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	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	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	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International	14	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	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.

International Blvd. Apartments	18	Leased/Issued	No	The project, located at 6600 International Blvd. and 1406 Seminary Avenue, serves individuals and families with disabilities. It is an affordable30-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	Committed	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.
	4040	Planned Total Existing Project-Based Vouchers		

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

OHA plans to substantially rehabilitate 253 units of senior housing that will be converted to project-based vouchers through a HUD approved disposition in FY 2020. These units are located in three sites: Oak Grove North, Oak Grove South, and Harrison Towers (see Table 2). During the rehabilitation, vacant units in Harrison Towers and both Oak Groves will be used to temporarily house families while their units are being rehabilitated. The units in Oak Groves North and South will have a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process.

OHA plans on converting seven mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2012-32 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. The affected projects are Chestnut/Linden Court, Foothill Apartments, Mandela Gateway and Lion Creek Crossing Phases 1-4 for a total of 307 public housing units converted to project-based vouchers.

OHA has one project in the pre-development stage at 15th and Harrison which is a new family development comprised of 80-120 affordable units for families with incomes up to 60% of area median income levels. Conditional approval of PBVs for a portion of these units is projected for FY 2020. Additionally, construction will be underway for 465 units of affordable family and senior housing within two parcels at Brooklyn Basin, and 258 of these units will have PBV subsidies in addition to low-income housing tax credits. Lastly, OHA will place in service, 66 additional units of affordable family housing at Empyrean Towers, for low-income individuals and small households.

Table 5: Planned Other Changes to MTW Housing Stock in the Plan Year

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

Planned Other Changes to MTW Housing Stock in the Plan Year
OHA plans to substantially rehabilitate 253 units of senior housing that will be converted to project-based vouchers through a HUD approved disposition in FY 2020. These units are located in three sites: Oak Grove North, Oak Grove South, and Harrison Towers (see Table 2). During the rehabilitation, vacant units in Harrison Towers and both Oak Groves will be used to temporarily house families while their units are being rehabilitated. The units in Oak Groves North and South will have a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process. OHA plans on converting six mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2012-32 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. The affected projects are Chestnut/Linden Court, Foothill Apartments, Mandela Gateway and Lion Creek Crossing Phases 1-4 for a total of 307 public housing units converted to project-based vouchers. OHA has one project in the pre-development stage at 15th and Harrison which is a new family development comprised of 80-120 affordable units for families with incomes up to 60% of area median income levels. Conditional approval of PBVs for a portion of these units is projected for FY 2020. Additionally, construction will be underway for 465 units of affordable family and senior housing within two parcels at Brooklyn Basin, and 258 of these units will have PBV subsidies in addition to low-income housing tax credits. Lastly, OHA will place in service, 66 additional units of affordable family housing at Empyrean Towers, for low-income individuals and small households.

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

OHA anticipates a $9.5 million dollar 2020 Capital Fund Grant and Demolition or Disposition Transitional Funding (DDTF) allocation, which is included in the MTW Block Grant. Through use of its single fund flexibility, OHA projects spending approximately $48.6 million on capital projects using MTW funds. Approximately $3.4 million will be invested in public housing properties. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site and landscape improvements, modernization of building systems, roof and gutter repairs/replacements, and rehabilitating unit interiors.

OHA will invest $24.2 million into three affordable housing projects consisting of one new construction, located at 15th and Harrison Street, and two acquisition/rehab projects located at 6946 Foothill Boulevard and Empyrean Towers. OHA anticipates spending up to $13 million on financing the development and/or preservation of affordable housing on sites that have not specifically been identified, including acquisition of Low Income Housing Tax Credit (LIHTC) projects near the end of their compliance periods, where OHA

has the right to acquire, and purchasing other new land or buildings for affordable housing development.

OHA will use approximately $5.9 million in MTW funds to maintain and enhance its administrative sites, including completing the renovation of our administrative headquarters at 1619 Harrison Street. OHA will also use MTW funds to purchase approximately $2.2 million of information technology hardware, vehicles, police equipment, and office equipment. This includes replacements for existing equipment and investment in new equipment to provide new capabilities to the Police Department.

A table describing the FY 2020 Capital Expenditures is included in Appendix C.

Table 6: General Description of All Planned Capital Expenditures During the Plan Year

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

General Description of All Planned Capital Expenditures During the Plan Year
OHA anticipates a $9.5 million dollar 2020 Capital Fund Grant and DDTF allocation, which is included in the MTW Block Grant. Through use of its single fund flexibility, OHA projects spending approximately $48.6 million on capital projects using MTW funds. Approximately $3.4 million will be invested in public housing properties. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site and landscape improvements, modernization of building systems, roof and gutter repairs/replacements, and rehabilitating unit interiors. OHA will invest $24.2 million into three affordable housing projects consisting of one new construction, located at 15th and Harrison Street, and two acquisition/rehab projects located at 6946 Foothill Boulevard and Empyrean Towers. OHA anticipates spending up to $13 million on financing the development and/or preservation of affordable housing on sites that have not specifically been identified, including acquisition of Low Income Housing Tax Credit (LIHTC) projects near the end of their compliance periods, where OHA has the right to acquire, and purchasing other new land or buildings for affordable housing development. OHA will use approximately $5.9 million in MTW funds to maintain and enhance its administrative sites, including completing the renovation of our administrative headquarters at 1619 Harrison Street. OHA will also use MTW funds to purchase approximately $2.2 million of information technology hardware, vehicles, police equipment, and office equipment. This includes replacements for existing equipment and investment in new equipment to provide new capabilities to the Police Department.

B. Leasing Information

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

Housing Choice Voucher (HCV)

Despite a growing workforce, the residential housing market in the Bay Area seems to be reaching a peak due to rising interest rates and lack of affordable housing pushing prospective buyers out of the market. The California Association of Realtors (CAR) 2019 Housing Market Forecast projects a modest decline of 3.3 percent in single family home

sales next year as exhausted byers wait on the sidelines. For the portion of these buyers that are renters, they will continue to contribute to a low rental inventory and CAR predicts a slower climb in home prices for 2019 of only 3.1 percent. While houses take longer to sell, there are still workers moving to the Bay Area as job growth remains steady. This situation continues to strain the affordable housing market with demand far out pacing supply for both low income and market rate renters. These factors impact the HCV program, which is the largest affordable housing program in the City of Oakland. OHA's response will be to continue implementation of multiple strategies using MTW flexibility to further maximize the number of families served in Oakland. OHA's Owner Incentives activities to recruit and maintain new landlords began in 2018 and roll out will continue for all components. OHA has filled a pipeline of units with conditionally awarded PBVs for both new construction and existing units to ensure long-term affordability regardless of market conditions. The Authority will continue the process to bring these units online as environmental reviews, HQS inspections and eligibility determinations are completed bringing in an additional 936 units overall.

OHA anticipates that traditional HCV utilization rates of approximately 92% at the start of the fiscal year will climb to about 96% at fiscal year-end as a result of multiple aggressive strategies.

Local, Non-traditional (LNT)

Under the Building Bridges initiative, OHA is expanding Local Non-Traditional programs which focus on creating housing choice for households that are special needs and/or may not be able to successfully access and participate in traditional Section 8 and Section 9 programs. OHA expects to fully implement programs with Alameda County partner provider agencies that serve CalWORKs and foster youth populations to partner and provide service enriched housing. OHA will serve approximately 429 households during the fiscal year through the Building Bridges initiatives to provide three types of service enriched housing: single room occupancy (SRO) units, shared housing and transitional units for Veterans, foster youth and other special needs populations and is projecting to serve 429 families through these activities. Our Sponsor Based Housing Assistance Program developed in 2010, serving homeless families in encampments and emancipated foster youth exiting the criminal justice system, is projected to continue to serve approximately 113 families monthly. The Parents and Children Together (PACT) in partnership with the Alameda County Sheriff's Office (ACSO) will continue to provide service enriched housing, reuniting parents with their children after incarceration. OHA projects to serve 13 families through PACT. During FY 2020, OHA expects to serve approximately 555 families through these innovative local programs.

Public Housing

In the public housing program, occupancy is projected to remain close to 98%, although the portfolio will be going through both Section 18 Disposition and RAD conversion (discussed above) during the fiscal year that could impact the calculation. OHA plans to complete the rehabilitation of the three Section 18 Disposition sites with as little disruption to residents as possible but intends to conduct any necessary temporary moves in accordance with the Uniform Relocation Act (URA). To accomplish this, OHA has hired a consultant to help create a relocation plan that will be developed with resident input. The plan will seek to keep residents in their units as work progresses or OHA will find suitable

accommodations offsite, if needed. It is anticipated that plans will be finalized, funding will be secured, and the rehabilitation work will begin in the spring of 2019 and be completed in early 2021 for the Oak Groves, and a year later for Harrison Tower.

In total, OHA anticipates that 13,813 families will be served by its MTW programs during FY 2020, as indicated in Table 7. Appendix D includes a list of the public housing sites and the MTW vouchers included in the table below.

Table 7: Planned Number of Households Served

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

Planned Number of Households Served Through:	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households Served**
MTW Public Housing Units Leased	12,576	1,048
MTW Housing Choice Vouchers Utilized	137,808	11,484
Local, Non-Traditional: Tenant-Based ^	12,168	1,094
Local, Non-Traditional: Property-Based ^	264	167
Local, Non-Traditional: Homeownership ^	0	0
Planned/Actual Totals	162,816	13,793

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

Table 8: Detail on Local Non-Traditional Number of Households Served

Local, Non-Traditional Category	MTW Activity Name/Number	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households to be Served*
Property-Based	Fund Affordable Housing Development Activities (08-01)	396	33
Property-Based	Fund Affordable Housing Development Activities (08-01) - Tax credit units in service in total through FY2020	8,124	677
Tenant-Based	Local Housing Assistance Program (10-06)	2,748	229
Property-Based	PBV Transitional Housing Programs (11-05)	2,016	168
Property-Based	SRO/Studio Apartment Preservation Program (11-03)	1,848	154
Planned/Actual Totals		15,132	1,261

*** 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.**

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

Housing Choice Voucher

OHA plans to continue implementation of creative retention and recruitment strategies through activities #17-01 and #17-02 to offset impacts to the HCV program due to high demand for housing and low inventory in the Bay Area. Additional components of these activities will support and retain existing owners while also recruiting new ones. OHA will absorb all port-ins and use the Portability Reform Activity (#15-01) and the Alter Minimum Stay Requirements for PBVs Activity (#10-09) to manage the number of families searching for units to avoid flooding the market with voucher holders.

OHA expects the local rental market will continue to face challenges into FY 2020, although we do expect a softening of the market conditions we have faced in previous years. OHA will continue using its rental navigator program to help remove barriers and empower voucher holders to be competitive. These renting success workshops seek to address personal barriers such as negative rental history, credit and evictions, rental resume and role playing. Using a suite of MTW activities, OHA expects to stabilize the voucher utilization rate at 96% for the program year. Additionally the new project-based voucher assisted units coming online, continued and increased landlord incentives and support and leasing assistance strategies all will contribute to helping OHA serve the maximum families possible.

Public Housing

OHA is continuing the planning and will begin implementation for a major rehabilitation and disposition of three large senior sites, Oak Grove North, Oak Grove South and Harrison Towers, and will employ strategies to minimize impacts on residents during the project completion.

Local, Non-traditional

Sponsor-Based Housing Assistance (SBHAP) and Building Bridges Programs

OHA seeks to serve families through local, non-traditional (LNT) program models such as the Sponsor Based Housing Assistance Program (SBHAP), which provides services enriched housing for special needs populations that would have difficulty accessing the traditional Section 8 and Section 9 programs. The SBHAP partner agencies, selected for their expertise by the City, provide intensive case management, master leasing and supportive services. However citywide vacancy rates below one percent continue to derail social service agencies abilities to locate owners willing to participate, and high rents impact the total number of families OHA can serve.

OHA will continue to implement several local programs under the Building Bridges initiative.

Building Bridges SRO provides monthly operating subsidies to existing service enriched single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, emancipated foster youth, or other special needs populations. Of these two, the shared/transitional housing has the most turnover and attrition and typically higher vacancy rates and lead times to fill units. OHA partners have plans to rehabilitate the San Pablo Hotel and Harrison Hotel during FY 2020. Relocation and rehabilitation timelines

are still being developed but the anticipated rehabilitation of these two sites will likely impact leasing and families served by this BB SRO.

Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA used its MTW resources to leverage commitments from ACSSA to provide wrap around case management services that address employment barriers and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV. OHA expects to fully lease the program in FY 2020 but is dependent on its partners for referrals.

The Building Bridges – Transitional Housing Plus (THP+) program awards funding resulting in a contract with a county approved service providers to provide rental subsidy for low-income THP+ participants (youth who have aged out of foster care) for up to five years, with a phase down of funding in the last two years. OHA expects to fully lease the program in FY 2020 but is dependent on its partners for referrals.

Table 9: Discussion of Any Planned Issues/Solutions Related to Leasing

Discussion of any anticipated issues and possible solutions related to leasing.

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	**OHA is continuing the planning and will begin implementation for a major rehabilitation and disposition of three large senior sites, Oak Grove North, Oak Grove South and Harrison Towers, and will employ strategies to minimize impacts on residents during the project completion.**
MTW Housing Choice Voucher	**OHA plans to continue implementation of creative retention and recruitment strategies through activities #17-01 and #17-02 to offset impacts to the HCV program due to high demand for housing and low inventory in the Bay Area. Additional components of these activities will support and retain existing owners while also recruiting new ones. OHA will absorb all port-ins and use the Portability Reform Activity (#15-01) and the Alter Minimum Stay Requirements for PBVs Activity (#10-09) to manage the number of families searching for units to avoid flooding the market with voucher holders.** **OHA expects the local rental market will continue to face challenges into FY 2020, although we do expect a softening of the market conditions we have faced in previous years. OHA will continue using its rental navigator program to help remove barriers and empower voucher holders to be competitive. These renting success workshops seek to address personal barriers such as negative rental history, credit and evictions, rental resume and role playing. Using a suite of MTW activities, OHA expects to stabilize the voucher utilization rate at 96% for the program year. Additionally the new project-based voucher assisted units coming online, continued and increased landlord incentives and support and leasing assistance strategies all will contribute to helping OHA serve the maximum families possible.**

Local, Non-Traditional	Sponsor-Based Housing Assistance (SBHAP) and Building Bridges Programs OHA seeks to serve families through local, non-traditional (LNT) program models such as the Sponsor Based Housing Assistance Program (SBHAP), which provides services enriched housing for special needs populations that would have difficulty accessing the traditional Section 8 and Section 9 programs. The SBHAP partner agencies, selected for their expertise by the City, provide intensive case management, master leasing and supportive services. However citywide vacancy rates below one percent continue to derail social service agencies abilities to locate owners willing to participate, and high rents impact the total number of families OHA can serve. OHA will continue to implement several local programs under the Building Bridges initiative. Building Bridges SRO provides monthly operating subsidies to existing service enriched single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, emancipated foster youth, or other special needs populations. Of these two, the shared/transitional housing has the most turnover and attrition and typically higher vacancy rates and lead times to fill units. OHA partners have plans to rehabilitate the San Pablo Hotel and Harrison Hotel during FY 2020. Relocation and rehabilitation timelines are still being developed but the anticipated rehabilitation of these two sites will likely impact leasing and families served by this BB SRO. Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA used its MTW resources to leverage commitments from ACSSA to provide wrap around case management services that address employment barriers and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV. OHA expects to fully lease the program in FY 2020 but is dependent on its partners for referrals. The Building Bridges – Transitional Housing Plus (THP+) program awards funding resulting in a contract with a county approved service providers to provide rental subsidy for low-income THP+ participants (youth who have aged out of foster care) for up to five years, with a phase down of funding in the last two years. OHA expects to fully lease the program in FY 2020 but is dependent on its partners for referrals.

C. Wait List Information

Table 10: Planned Waiting List Information

Snapshot information of waiting list data as anticipated at the beginning 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	Will the waitlist be opened during the plan year?
Housing Choice Voucher: Tenant-Based	Community Wide	3,000	Closed	Yes
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	2,500	Closed	Yes
Housing Choice Voucher: Project-Based - Third Party Managed	Site-Based (Third Party Managed)	35,679	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	500	Closed	Yes
Public Housing - Third Party Managed	Site-Based (Third Party Managed)	3,342	Yes	Yes
Local Non-Traditional - PACT	Direct Referral - from Program partners - The Alameda County Sherriff's Office (ACSO) provides MOMS and DADS applicants to OHA. Following ACSO program standards, ACSO staff select and refer to OHA those ACSO MOMS and DADS candidates who qualify for minimally supervised transitional housing after completion of a 6-8 week multi-faceted program while in custody including an Individual Case Management Plan (ICM). ACSO referred "applicants" are then screened by OHA Eligibility according to HUD program requirements. ACSO MOMS and DADS applicants who meet HUD program requirements are offered a unit at the OHA PACT Housing program site. Those selected for the OHA Housing Component remain in the ACSO Transitional Case Management Program for 18 months, during which they must comply with the PBV Housing Lease, PBV Program and ACSO Program requirements as well as their ICM.	12	Open	Yes
Local Non-Traditional - SBHAP	Direct Referral - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharded from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.	N/A	No	No
Local Non-Traditional - Building Bridges - SRO	Direct Referral - OHA contracts with various service providers to provide service enriched housing to special needs populations, emancipated foster youth and veterans through it Building Bridges - SRO local non-traditional program. The applicants are submitted by direct referral and OHA performs eligibility screening.	N/A	No	No

Please describe any duplication of applicants across waiting lists:

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

Table11: Planned Changes to the Waiting List in the Plan Year

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	None
Housing Choice Voucher: Project-Based - OHA Managed	The owner plans to administer one waitlist for 6 sites.
Housing Choice Voucher: Project-Based- Third Party Managed	Lion Creek Crossings phase 1 will be open for all bedroom sizes. Tassafaronga phase 2 has an ongoing open waitlist for 4 bedroom size units.
Public Housing - OHA Managed	OHA plans to combine the site based waitlists for AMP 4 and AMP 8 into a "portfolio" based waitlist that will encompass both of these AMPs.
Public Housing- Third Party Managed	Waitlists will be open for all bedroom sized for Lion Creek Crossing phases 1-4. Waitlist for Tax Credit units will be open at Chestnut Court in Jan. 2019. Applicants for any sites converting through RAD will be maintained as is on combined site-based waitlists or transferred to existing PBV site-based waitlists for these sites with the date and time of application being maintained.
Local Non-Traditional (PACT)	Open for graduates of ASCO MOMs and DADs programs

Section III. Proposed MTW Activities

OHA does not propose any new activities for FY 2020.

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 achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 14-01 indicates that the activity was identified and approved in the FY 2014 MTW Annual Plan).

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)
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	2018	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.
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a

14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2017	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of $25	Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base, the number of units that can be project-based in a development, and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, Section 9 and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds. Attachment C.D.3.b, Attachment C.C.2
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	Transitional Housing Programs	Permits transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to families returning from prison to reunite	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2

			with their children and other specialized populations.		
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. The 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, Attachment C, Section D.1.f
10-02	2010	Program Extension for Households Receiving $0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP, BB-CW, BB-THP+ Program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	Provide incentives for families with children to become economically self-sufficient Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically	Attachment C, Section E

				self-sufficient	
10-09	2010	Alter Minimum Stay Requirement in PBV Units	Alters the 12 month minimum stay requirement for tenants in PBV units to extend or shorten the time period a tenant has to wait to move.	Increase housing choices	Attachment C, Section D.7
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
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

A. Implemented Activities

OHA is currently implementing the following activities:

Table 13 provides a list of all approved activities that will be implemented during FY 2020. The table includes the year the activity was implemented and the primary statutory objective(s) the activity is intended to achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 14-01 indicates that the activity was identified and approved in the FY 2014 MTW Annual Plan).

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
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.
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	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	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, Section 9 and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds, Attachment C.D.3.b, Attachment C.C.2
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	Transitional Housing Programs	Permits transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to families returning from prison to reunite with their children and other special populations.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the 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	Increase housing choices	Attachment C, Section D.7

			family in-place.		
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a (LHAP Programs), Attachment D, Use of Funds (SBHAP, BB-CW, BB-THP+ Programs)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	Provide incentives for families with children to become economically self-sufficient Increase housing choices	Attachment D, Use of Funds
10-09	2019	Alter Minimum Stay Requirement in PBV Units	Alters the 12 month minimum stay requirement for tenants in PBV units to extend or shorten the time period a tenant has to wait to move.	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

Description of MTW Activity: The HCV program has been impacted by a dramatically escalating rental market and very limited inventory which has led to much longer search times than usual and multiple voucher extensions being granted for families searching for housing. According to Zillow, market rents increased by 21.6% in Oakland in 2016. In 2015, OHA saw hundreds of owners choose to leave the program or remove units by not re-leasing to HCV participants

resulting in the loss of approximately 824 units of affordable housing. In response to these market conditions, OHA is implementing 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 six months of contract cancellation. Based on average HAP amounts, total average annual costs for OHA to implement vacancy loss payments will range from $208,280 to $832,300 for vacancy periods of 15 days to 60 days.

- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process, and minimize delays or losses due to inspections. Inspections will not be linked to a participant and OHA will allow owners up to 90 days to find a tenant once an inspection has been passed. No additional costs are anticipated.

- Owner recognition program - Recognize long term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs.

- New Landlord Incentive Payment – Provides new owner participants (have not received HAP in the past year) a one-time payment of $500 upon execution of a new HAP contract, and meet other defined eligibly criteria. OHA had 130 new landlords sign up for the program in 2015 and we project a 10% increase due to this incentive, totaling 143 new landlords. Projected costs are $71,500.

- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to $2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a six-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 and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on its Fraud Unit in the Police Department to pursue and collect from landlords that exit prior to completely repaying the loan.

Anticipated Impacts: OHA anticipates that this activity will maintain or increase the number of landlords participating in the HCV program and anticipates the number of units available for families to rent will increase as result of new landlord participation and the capital improvement payment option. Additional impacts will be increased leasing success rates for vouchers issued,

increased overall voucher utilization rate and decreased voucher extensions, due to more units being made available.

Status Update: OHA has implemented all components except the Capital Improvement Payment option and plans to implement this final component in FY 2020 while continuing the other components of the activity.

Changes or Modifications to Activity: For the vacancy loss subcomponent, OHA proposes to extend the period from two months to six months for a landlord to re-rent a unit previously occupied be an HCV tenant to another HCV participant to qualify for the vacancy loss payment. The vacancy loss payment amount will remain at up to two months of HAP. The pre-qualifying unit inspections component has been modified to allow owners up to 90 days instead of 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated.

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

Standard OHA Metrics			
Number of New Landlords Recruited by Payment Incentive			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 50 (50% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = number (percentage)

Standard HUD Metrics			
CE #1: Agency Cost Savings			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**
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	Total cost of task in dollars (decrease) = %
CE #2: Staff Time Savings			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**

Total time to complete the task in staff hours 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 = (% decrease) = number of hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**
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)

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

Description of MTW Activity: During the last several years the Bay Area has rebounded from the recession with a robust economy which has resulted in increased local population and a sharp decrease in available inventory in the rental market, causing rents to rise at rates that are leading the nation. As a result, the number of rent increases requested by owners in the HCV program rose sharply while there was a steady exodus of owners opting to leave the program for various reasons.

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

Staff will continue to complete a “Rent Reasonableness” determination by using at least two comparable units within a one mile radius with like amenities and will notify the landlord of the offer for a new rent amount/increase 120 days prior to the proposed increase. The landlord will have 30 days to accept the offered rent increase and once accepted, OHA will send a lease

amendment with the HAP amount and tenant portion to the participant at least 60 days prior to the change. Similarly to current practices under the traditional program, participants will not be able to challenge rent increase amounts. However, the notification that will be provided to each tenant will describe the Reasonable Accommodation and Hardship Policy procedures. Participants may use the hardship procedures to submit a request to have their case reviewed. Under this activity it is anticipated that participants will have more time to respond to the notice of a rent increase. Currently, participants are issued notices of approved increases within 30 days of the increase. If there is a change in tenancy before the next anniversary date, an owner can request a rent increase per OHA's current process. OHA plans to use this activity for RAD voucher holders.

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

Status Update: OHA has completed complex quantitative and geospatial analyses to better understand and predict the way our rental market is changing at the micro-level. The analysis has identified ten rapidly changing neighborhoods (at the census tract level), where more than 1,900 families are currently housed using HCV. The objective of this activity is to retain landlords that are currently and successfully participating in the HCV program by providing financial incentives. OHA plans to offer increased rent levels to landlords in these rapidly changing areas. In FY 2020, OHA plans to determine rent increase levels after evaluation of area rents and determine a percentage increase amount for these targeted areas.

Changes or Modifications to Activity: OHA plans to use this for RAD voucher holders.

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

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

CE #2: Staff Time Savings			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**
Total time to complete the task in staff hours Rent Reasonableness	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 3,320 households = 830 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households = 266 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households (68% decrease) = 564 hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	**Baseline**	**Benchmark**	**Projected Outcome**
Average error rate in completing a task as a percentage (decrease)	Average error rate of task prior to implementation of the activity as a percentage =10% (decrease)	Expected error rate of task after implementation of the activity as a percentage =5% (50% decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)
CE #5: Increase in Agency Rental Revenue			
Unit of Measurement	**Baseline**	**Benchmark**	**Final Projected Outcome**
Rental Revenue /total tenant payment in Dollars (increase).	Rental revenue prior to implementation of the activity (in dollars) = $3,645,304	Expected rental revenue after implementation of the activity (in dollars) = $3,500,000	Actual rental revenue after implementation of the activity (in dollars) -

MTW Activity #15-01: Local Area Portability Reform

Description of MTW Activity: A local area portability policy that limits elective moves between jurisdictions within the nine Bay Area counties identified by the Association of Bay Area Governments: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County, Solano County, and Sonoma County. When housing authorities in neighboring counties administer OHA vouchers this causes a loss in 80 percent (80%) of the administrative fee. While the objective of the HCV program is to provide increased housing options for families, OHA finds that many households exercise the option to move with their vouchers to neighboring housing authorities, especially those without MTW programs or with higher payment standards. Given the prevalence of local area ports, the areas of concentration of port requests, and their negative impact on program administration and self-sufficiency goals, OHA limits ports between jurisdictions in all nine

counties and initially implemented the policy in five counties. The policy will be expanded to include additional jurisdictions as needed and will be used to control the number of voucher holders searching so that an already tight market is not flooded, potentially causing families to lose the opportunity for subsidized housing as their search timeline expires.

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

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

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

OHA allows current households that have ported prior to implementation of this activity to remain in the current jurisdiction. However, this policy does apply to any port-out households that requested to port to another jurisdiction after FY 2016.

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

OHA anticipates that this activity will lead to a reduction in administrative time spent processing local area ports. This policy will reduce the drain of vouchers out of OHA's portfolio and thus will reduce administration costs for both OHA and the receiving housing authorities. The activity also may result in stabilizing project based voucher properties and the surrounding

neighborhoods by reducing the turnover rates and creating longer term tenants. OHA anticipates being able to better control the number of voucher holders searching so as not to oversaturate a tight market with families that are searching for housing in low inventory conditions.

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

Status Update: OHA does not currently plan to expand the activity to the other four restricted counties but may consider expansion if port requests increase to other counties. Due to the extremely tight rental market affecting the entire Bay Area, OHA anticipates that the number of port out requests will remain low. Neighboring counties have ceased to absorb OHA port requests, and it is anticipated that this will continue into FY 2020 which may increase the number of exemption requests OHA processes to restricted counties based on the hardship criteria.

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

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

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

Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease). Local Port Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests =1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)
Administering Local Ports	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 =1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)
Total time to complete the task in staff hours	**Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours**	**Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)**

MTW Activity #15-02: Modified Utility Allowance Policy

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

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

Status Update: The activity was implemented in the tenant-based portfolio. Implementation within the public housing portfolio is currently on hold as a phased approach is developed. OHA plans to complete implementation to all public housing sites in FY 2020.

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

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

CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = $11,188,104 per year	Expected cost of task after implementation of the activity = $10,228,812 (9% reduction)
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = $220,968 per year	Expected cost of task after implementation of the activity (in dollars) = $0 (100% reduction)
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = ($46.14 *.05) * 2,904 = $6,699	Cost of task after to implementation of the activity = Zero (0)
Total cost of task in dollars.	**Total cost of task prior to implementation of the activity = $11,188,104 + $6,699 $220,968 = $11,415,771**	**Total expected cost of task after implementation of the activity = $10,228,812 + $0= $10,228,812 (9% reduction)**
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
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 households = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 households = 0 hours
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	**Baseline**	**Benchmark**

Average error rate in completing a task as a percentage (decrease).	Average error rate prior to implementation = 10%	Expected error rate after implementation = 5%
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher	Rental revenue prior to implementation of the activity (in dollars) = $4,343,040	Expected rental revenue after implementation of the activity (in dollars) = $4,343,040 (0% increase)
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = $2,215,116	Expected rental revenue after implementation of the activity (in dollars) = $2,222,460 (Less than 1% increase)
Total rental revenue/total tenant payment in dollars (increase).	**Total rental revenue prior to implementation of the activity (in dollars) $6,558,156**	**Total expected rental revenue after implementation of the activity (in dollars) = $6,565,500 (<1% increase)**

MTW Activity #14-01: Alternative Recertification Schedules

Description of MTW Activity: Regulations require annual recertification and verification to determine that a household meets program requirements. 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 voucher 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 traditional MTW programs. 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. The offer of flat versus income rent will be made based on the recertification schedule for each public housing household. This activity also incorporates a customized OHA form for the authorization to release information to replace HUD form #9886. OHA will use the activity for RAD voucher holders.

Anticipated Impacts: OHA and participant families have already and will continue to experience time savings due to fewer re-examinations and with the proposed amendment, OHA will save additional staff time by eliminating the need to process and update consent forms between scheduled reexaminations and manage the cumbersome process of beginning program termination for non-receipt of consent forms. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the interim.

Status Update: OHA reviewed the activity and determined that most households would benefit from the biennial recertification schedule and would also result in a cost savings in staff time. OHA elected not to implement the Cost of Living Adjustments (COLA) for the Triennial households as described in the FY 2015 plan. OHA also reviewed the business system functionality with regard to the changes proposed and expects to have no issues with implementation.

Changes or Modifications to Activity: To increase the benefits to residents and cost savings due to efficiencies, OHA plans to modify this activity to move additional families from the annual recertification schedule to the biennial schedule. These families have income from temporary wages or mixed sources such as temporary and fixed income sources, families with Earned Income Disallowance, Jobs Plus program participants with a special Earned Income Disallowance, and some special program vouchers such as Mainstream, Mod-Rehab and FUP-Family voucher holders. OHA plans to apply this activity to RAD voucher holders.

An additional modification from the original activity would require Biennial and Triennial households to report increases in income when it occurs, although this would not impact their rent and any adjustments to increase rent would occur on the scheduled recertification date. This change is to maintain reporting consistency and eliminate confusion among families about when various changes are required to be reported. The form to report these changes can be downloaded and submitted electronically and does not require an office visit. Table 14 below represents a summary of the proposed alternative recertification schedules and accompanying policies.

Table 14: Proposed Alternative Recertification Schedules			
	Annual or Less	**Biennial**	**Triennial**
Frequency	Once per year or less	Once every 2 years	Once every 3 years
Target Group	Households with: • No income at all (zero income) Special program Households: • FUPY • Homeownership • Shelter Plus Care • PACT • Building Bridges • LHAP • FSS	• Everyone that does not fit Triennial or Annual Definition Special Program Households: • FUPF • VASH • Mod Rehab • Mainstream	Households with: • All Adults being Elderly or Disabled and; • All individuals must be receiving income from a fixed source such as: ○ SS ○ SSI ○ Pension
During the Interim Years	✓ Required to report increases in income when it occurs ✓ May report decreases in income at any time ✓ Must report changes in household composition when it occurs	✓ Required to report increases in income but this will not affect rent until recertification date ✓ May report decreases in income at any time ✓ Must report changes in household composition when it occurs	✓ Required to report increases in income but this will not affect rent until recertification date ✓ May report decreases in income at any time ✓ Must report changes in household composition when it occurs ✓ Cost of Living Adjustment (COLA) automatically applied to household's related income subsidy (once per year at interim recertification)
Hardship Policy	Households can request a review, at any time, of the PHA's determination of their adjusted income, and the use of such income to compute their tenant rent if they feel it has been calculated incorrectly.		

Impact Analysis

The modification to this approved policy will not affect the calculation of rent, but will change the frequency of the rent determination by moving a small population of households from the annual to biennial schedule. This will result in a benefit to these residents because their rent will not increase as frequently due to the modified length of time between recertification. Although, this

policy may result in a loss of revenue to OHA, it is anticipated that this loss of revenue will be offset by the reduction in labor costs creating a revenue neutral strategy.

OHA conducted an analysis on the affected households to determine the number and characteristics of households that will be impacted by the modification of this activity see Table 15 for more details. The impact analysis was based on data from households recertified between January 2018 and December 2018. Table 16 on the following page presents the demographic and economic characteristics of the impacted residents.

Table 15
Impact Analysis of Alternative Recertification Schedules

		Public Housing	HCV and Special Programs
Income from Temporary Source	Households with income from Temporary Source	303 (19%)	2,245 (20%)
	Temporary Income households with increases in income	88	1028
	Resulting average increase in the monthly tenant rent	$102.82	$152.80
Mixed Income: Fixed and Temporary	Households with mixed income	79 (5%)	718 (7%)
	Mixed income households with increases in income	23	451
	Resulting average increase in the monthly tenant rent	$188.47	$276.18
Special Program: Mainstream, Mod-rehab, FUPF	Households in Special Programs: Mainstream, Mod-rehab, FUPF	N/A	324 (3%)
	Households with increases in income	N/A	210
	Resulting average increase in the monthly tenant rent	N/A	$59.93

Annual Reevaluation of rent reform initiative

OHA will evaluate the alternative recertification schedule policy at least annually to ensure that the intended outcomes are being reached. OHA will also review and analyze hardship requests to ensure that the policy is not negatively impacting or having a disparate impact on residents.

Hardship case criteria

The hardship policy remains unchanged and allows any household to request an interim review at any time if they feel their rent has been calculated incorrectly. For those households on the triennial recertification schedule, which may include a COLA adjustment annually, households may request an interim review at any time if they believe their rent portion would be lower than the stated cost of living increase or decrease.

Table 16 Demographic and Economic Characteristics of Impacted Residents	Overall OHA Demographics	Affected Public Housing Households	Affected MTW HCV Households	Affected Special Programs: Mainstream, Mod-rehab, FUPF
Family Type Based on Head of Household				
Elderly (≥ 62 years old)	32%	6%	7%	40%
Elderly Disabled				
Elderly Non-Disabled				
Disabled (< 62 years old)	21%	12%	22%	26%
Family	47%	83%	71%	35%
Total	100%	100%	100%	100%
Race Based on Head of Household				
White	9%	4%	8%	10%
Black/African American	70%	79%	83%	68%
American Indian/Alaskan Native	1%	1%	1%	1%
Asian	21%	8%	9%	21%
Native Hawaiian/Other Pacific Islander	1%	1%	0%	1%
Total	101%	93%	101%	101%
Ethnicity Based on Head of Household				
Hispanic	5%	8%	6%	5%
Non-Hispanic	95%	92%	94%	95%
Not Reported				
Total	100%	100%	100%	100%
Household Income Percent of AMI				
0% - 30%	79%	92%	78%	92%
31% - 50%	14%	5%	15%	5%
51% - 80%	6%	3%	6%	2%
Over 80%	1%	0%	1%	1%
Total	100%	100%	100%	100%
Number of People in the Household				
1 Person	42%	10%	6%	66%
2 People	27%	25%	26%	19%
3 People	14%	30%	26%	7%
4 People	11%	22%	25%	5%
5 People	4%	8%	10%	2%
6+ People	3%	4%	8%	1%
Total	100%	100%	100%	100%

Transition Period

OHA will begin transitioning the additional households from the annual to biennial schedule at the beginning of FY 2020 and expects to complete the implementation of all households by the end of the FY.

Documentation of public hearing

The public hearing for this policy was conducted in conjunction with the public hearing for the MTW Plan on February 11, 2019. In addition, this policy was presented to the Resident

Advisory Board (RAB) on February 6, 2019. The comments along with the minutes from the RAB meeting and other documentation of the public process are included in the Appendices.

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

CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease). 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)
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)
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)
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)
Total cost of task in dollars (decrease).	**Cost of task prior to implementation of the activity (in dollars) = $329,490**	**Expected cost of task after implementation of the activity (in dollars) = $166,760 (51% reduction)**
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total time to complete the task in staff hours (decrease). 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)

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)
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)
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)
Total time to complete the task in staff hours (decrease).	**Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 9,028 hours**	**Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction)**
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of the activity (in dollars) = $3,863,650	Expected rental revenue after implementation of the activity (in dollars) = $5,096,518 (25% increase)
SS #1: Increase in Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: $10,926 HCV: $14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: $12,020 (10% increase) HCV: $15,888 (10% increase)

SS #3: Increase in Positive Outcomes in Employment Status		
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.		
Unit of Measurement	**Baseline**	**Benchmark**
Report the following information separately for each category:	OHA's business system does not allow information to be tracked relative to these metrics.	
(1) Employed Full- Time		
(2) Employed Part- Time		
(3) Enrolled in an Educational Program		
(4) Enrolled in Job Training Program		
(5) Unemployed		
(6) Other-Drug Rehab Counseling		
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1,500 households (6% decrease)
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the	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 =7,500 of eligible households

"Outcome" number should also be provided in Section (II) Operating Information in the space provided.		

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

Description of MTW Activity: Eliminate caps and time limits on project-based voucher (PBV) allocations. This activity was created in FY2010 when existing regulations limited Public Housing Authorities (PHAs) 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. Additionally, PHAs were limited to project-basing up to 25 percent (25%) of units in a single development. 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.

Existing regulations state that a HAP contract may be amended during the three-year period immediately following the execution date of the HAP contract to add additional PBV contract units in the same project. Previously, OHA has received approval in the FY 2010 MTW Plan to remove the cap on the number of PBVs allocated to a single development. This activity was further expanded in the FY 2012 Plan to eliminate caps on PBV allocations in all areas.

Anticipated Impacts: Extend the long-term affordability of housing units using PBV assistance. Award projects to developers that will make efforts to leverage the PBV funding to preserve or create additional affordable housing opportunities for Oakland residents.

Status Update: Ongoing. OHA reserves the option to issue new PBV awards during the upcoming fiscal year. OHA is dependent on developers submitting allocation requests and will award PBV's based on need and funding availability and OHA anticipates adding approximately 936 units through various strategies including continued lease up of units allocated through the City of Oakland NOFA process, the A1 Alameda County NOFA process, OHA development and conversion to project-based subsidy through disposition and RAD. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. OHA currently has an approved application to dispose of 253 senior public housing units and expects to complete implementation in FY 2020. OHA will continue to explore strategies for using this activity to serve special needs populations given the tight housing market and dwindling supply of affordable housing units.

OHA expects the City of Oakland to conduct a competitive selection process in the fall of 2020. Based on available funding, OHA may choose to award PBVs to projects that receive funding awards.

Changes or Modifications to Activity: There are no changes or modifications to the activity.

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

Standard HUD Metrics		
HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	Expected housing units of this type after implementation of the activity = 100 units
Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be 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 = 210 units
Increase in Resident Mobility		

Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households
Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 25 households

MTW Activity #11-01: PBV Occupancy Standards

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

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

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

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

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

Standard HUD Metrics
HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households doesn't apply because the households impacted by this activity are in place.
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = Five (5) households
Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Two (2) units
Households Assisted by Services that Increase Housing Choice		

Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Five (5) households

MTW Activity #11-02: Standardize Transfer Policy

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

Anticipated Impacts: OHA is experiencing leasing challenges in the Housing Choice Voucher (HCV) program due to extremely high market rate rents and low inventory. Due to these issues, families searching for housing often reach the limit of search times and even with time extensions granted, families are unable to find suitable housing. OHA intends to use this standardized transfer policy to increase housing choice by offering eligible families that may lose their opportunity for subsidy, vacant units in PBV assisted units or public housing. This activity will also allow OHA to increase housing choice for those families that request transfers due to emergency situations, reasonable accommodation or compliance with occupancy standards, where units may not be available within the same program type, but are available within the OHA portfolio. OHA may use this activity to manage compliance with OHA occupancy standards as family size and composition changes cause families to be housed in units that are no longer appropriate based on occupancy standard guidelines, resulting in a more efficient utilization of Federal resources. 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 met graduation requirements from the LNT program and sufficiently demonstrated housing stability.

Status Update: OHA intends to continue implementation of this activity in FY 2020

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

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

Standard HUD Metrics		
HC #3: Decrease in Wait List Time		
Unit of Measurement	**Baseline**	**Benchmark**
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)
HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity = 25	Expected households losing assistance after implementation of activity = 5
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs) = 15
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households	Households receiving	Expected households receiving

receiving services aimed to increase housing choice (increase).	services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	services aimed to increase housing choice after implementation of the activity = 15
CE #5: Increase in Agency Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = Zero (0) households	Expected Rental revenue in dollars after implementation of the activity =

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

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

Anticipated Impacts: Due to high market rate rents and a very low inventory of affordable housing units, hard to house populations are being adversely affected as developers opt to convert SRO housing to other uses.

Status Update and Implementation Timeline: Ongoing. OHA reserves the right to issue another Request for Qualifications (RFQ) based on need, City of Oakland priorities and funding availability.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = 100	Expected households losing assistance/moving after implementation of the activity = Zero (0)

HC#1: Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = (154) units
HC#2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give 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 = Zero (154) units
HC#5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = (154) households
HC#7:Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**

Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = (154) households

MTW Activity #11-05: Transitional Housing Program

Description of MTW Activity: Develop sub-programs 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 uses partnerships with the Alameda County Sherriff's Office (ACSO) and other program providers, to facilitate the development of local, non-traditional housing programs like the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative. This program offers 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. Currently, ACSO refers MOMS and DADS program participants to OHA for housing. OHA has implemented the Parents and Children Together (PACT) program to provide transitional service enriched housing to both populations and families referred by other vetted service providers. In addition to the housing subsidy, the PACT program offers 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.

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

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

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

Status Update: OHA plans to continue to strive to fill the 18 unit site designated for the program, but this is dependent upon qualified referrals from the ASCO.

The Authority, along with the primary program partners Alameda County Sheriff's Office (A CSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department will continue to facilitate a strategic planning process resulting in several program improvements. Planned additions to the current program structure include a sober living agreement, an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults.

OHA plans to explore partnerships with additional providers that specialize in re-entry and other hard to house populations to provide direct referrals and supportive services into the existing PACT program. The program design will remain the same in terms of requirements and length of stay in transitional housing. Additionally, OHA will offer PACT program graduates housing within Section 8 or Section 9 housing depending upon unit availability.

Changes or Modifications to Activity: OHA plans to explore additional partnerships for re-entry and other special population referrals to the PACT program in FY 2020.

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

Standard HUD Metrics PACT Program		
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13 households
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 13 households
Standard OHA Metrics		
Additional Units of Housing Made Available		

Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units 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

Increase in Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage ($12.55) =$13,052

Increase in Household Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = $100 OHA will also link families to Family and Community Partnerships to help offer assistance with establishing a savings plan or enrolling in the FSS program.

Increase in Positive Outcomes in Employment Status		
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.		
Unit of Measurement	**Baseline**	**Benchmark**
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time	1) Zero (0) households 2) Zero (0) households	1) 0 households 2) 2 households

(3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other-Drug Rehab Counseling	3) Unknown 4) Unknown 5) 8 households 6) Unknown	3) 3 households 4) 1 household 5) 6 households 6) 8 households
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 8 households	Number of households receiving TANF after implementation of this activity= 8 households
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 13 households
Households Transitioned to Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information	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 households will graduate from program

in the space provided.		

Building Bridges – Shared and Transitional Housing

The Building Bridges (BB) initiative is comprised of several local programs. The BB-Shared and Transitional local programs model target housing resources, alongside supportive services funding, toward a household to dramatically improve outcomes through County, City and housing authority systems alignment. In FY 2020, partners such as Operation Dignity, the City of Oakland (Families in Transition & Matilda Cleveland) and Henry Robinson in addition to those listed below will offer Shared/Transitional housing to several hard to house populations.

Henry Robinson (SRO-Transitional)
The Henry Robinson (559 16th Street) is a single room occupancy hotel of 62 units of transitional housing serving homeless adults and those suffering from mental health disabilities, substance abuse recovery and physical, chronic health conditions. Supportive services include needs assessment and partnerships with community providers such as Bay Area Community Services (BACS) to provide employment, health and educational services to program participants.

Operation Dignity (SRO-Transitional)
House of Dignity (585 8th St. in Oakland) provides shelter and transitional housing to male veterans who are homeless. They offer 30 beds of transitional housing and 15 of shelter, as well as 9 rooms dedicated to permanent housing (including HUD-VASH). This program offers 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. The operation began serving families through Building Bridges in November 2017.

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

1. 80% of families exiting the program will transition to permanent housing
2. 95% of all program participants will exit to a known destination
3. 80% of the program participants will 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 will 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 will have maintained or increased their income during the program year.

6. 100% of all families who have been in the program for at least 60 days will 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 assists 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 meets weekly with each resident to assess any needs, check on progress toward goals, and provides resources to address any issues. Peter Babcock House has funding from HUDs Continuum of Care (CoC) grant and as a part of the CoC grant Satellite Affordable Housing (SAHA) has begun leasing vacancies through the Alameda County Coordinated Entry System (CES). Peter Babcock House began serving families through Building Bridges in April 2018.

St. Mary Presentation House (Shared Housing)
St. Mary's offers homeless seniors the experience and support of structure congregate housing to prepare for independent living providing 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 currently experiencing homelessness. Program objectives are:

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

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

City of Oakland – Matilda Cleveland (Transitional Housing)
The Matilda Cleveland (MC) Program is a 14-unit project for homeless families that is designed to assist them with transitioning to permanent housing. All families are referred to MC through a Coordinated Entry process via the Family Front Door. Families enrolled in the project are able to receive various support services designed to help them achieve self-sufficiency and get permanent housing in the least possible time. Families receive access to case management, employment support services and access to mental health and housing search assistance. Some of the specific goals of the project include the following:

- 80% of the MC THP families will exit to permanent housing
- 50% of the MC THP families will have length of stays of less than or equal to six months
- 95% of the MC THP families will exit to known destinations

- Of clients who are eligible for but not yet enrolled in mainstream benefits 90% will have started the enrollment process within 30 days of program entry
- 80% of clients of clients who are in the program at the end of the contract period or who have exited during the contract period will have obtained or maintained non-cash mainstream benefits.
- 75% of clients who are in the program at the end of the contract period or who have exited during the contract period will have maintained or increased their income during the program year

MC joined the Building Bridges program in March 2018.

St. Mary Closer to Home (Shared Housing)
St. Mary Closer to Home offers homeless seniors the experience and support of structures congregate housing to prepare for independent housing and living. The program provides on-site support designed to help senior maintain their physical, mental health, and sobriety. 95% of the seniors are over 55 years old and receive less than $11,000 per year through SSI.

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

Status Update: This activity remains ongoing. OHA anticipates adding at least one more provider in FY 2020 and increasing the families served through existing providers to program capacity.

Changes or Modifications to Activity: OHA plans to work with local government agencies to explore using unused facilities to provide temporary housing assistance to homeless (OUSD) students and their families. The program will be provide shared and transitional housing using a shallow housing subsidy and families will be able to transition into a project based voucher unit after stabilization.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines or benchmarks for FY2020.

Changes or Modifications to the Data Collection Methodology: There were no changes to the data collection methodology to report.

Standard HUD Metrics Building Bridges Program		
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 155 households

HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 100 households
Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 155 households
Increase in Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage ($12.55) =$1,000
Increase in Household Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = $100 OHA is exploring with partners how to access this information. It currently is unavailable.
Increase in Positive Outcomes in Employment Status		
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.		

Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category: (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	1)Zero (0) households 2)Zero (0) households 3)Zero (0) households 4) Zero (0) households 5)8 households 6) Zero (0) households	1)0 households 2)2 households 3)3 households 4)1 household 5)6 households 6)8 households
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 0 households	Number of households receiving TANF after implementation of this activity= 0 households
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 14 households
Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	**Baseline**	**Benchmark**

Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 14 households
Households Transitioned to Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 3 households will graduate from program

MTW Activity #10-01: Specialized Housing Programs

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

Anticipated Impacts: OHA anticipated improved self-sufficiency outcomes for residents.

Status Update: Ongoing. Based on the success of the pilot, the program was expanded to house additional families (up to 15 additional households), and a new re-entry/family unification program. See discussion in activity #11-05.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

Standard HUD Metrics		
CE #4: Increase in Resources Leveraged		
Unit of Measurement	**Baseline**	**Benchmark**

Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Actual amount leveraged after implementation of the activity (in dollars) = $250,000

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

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

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

Status Update: Ongoing.

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

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

Standard HUD Metrics		
SS #1: Increase in Household Income		
Unit of Measurement	**Baseline**	**Benchmark**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). $47,711 for 109 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = $47,711 (0% increase)
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementing this activity = 20 households	Number of households receiving TANF assistance after implementing this activity = 5 households
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	**Baseline**	**Benchmark**

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity = Zero (0)	Expected average subsidy per household affected by this policy after implementation of the activity = Zero (0)
SS #7: Increase in Agency Rental Revenue		
Unit of Measurement	**Baseline**	**Benchmark**
PHA rental revenue/HAP in dollars (increase).	HAP prior to implementation of the activity (in dollars) = $0	Expected HAP after implementation of the activity (in dollars) = $0
SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should 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 = 10 households	Number of households transitioned to self-sufficiency after implementation of this activity = 25 households
Standard OHA Metrics		
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation of this activity = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation of this activity = 10 households

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

Description of MTW Activity: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. This activity will apply to RAD conversions.

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

Status Update: Ongoing. OHA expects to use this activity for the disposition of Oak Groves North and South and plans to treat the HAP contract as one contract for the non-contiguous sites.

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $52.61 (staff salary/hour) * 48 hours = $2,525	Expected cost of task after implementation of the activity = $52.61 * 6 hours = $315.66
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 6 hours/contract * 8 contracts = 48 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 6 hours/contract * 1 contracts = 6 Hours

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

Description of MTW Activity: Modify the PBV program requirement to determine the initial contract rent for each PBV project. PBV program rules require initial contract rents to be determined using a comparability analysis or market study certified by a HUD approved independent agency for OHA-owned units. In addition, the definition of PBV "project" is expanded to include non-contiguous scattered sites. Initial PBV contract rents are determined based on bedroom sizes and are applicable to units of the same bedroom size within the project.

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

Status Update: Ongoing.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

Changes or Modifications to Metrics, Baselines or Benchmarks: Benchmarks have been updated to reflect the project planned for this activity in the Standard HUD Metrics table below.

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

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

Description of MTW Activity: As a result of public housing disposition, some households may meet the definition of "over-housed" based on differences in the occupancy policies in Section 8 programs. Additionally, a member of a PBV assisted family may leave or be removed from the household composition for one reason or another, during the course of an assisted tenancy. As a result, a family may no longer qualify for a unit they occupy and would be required to relocate to an appropriately sized unit when one may not be available. 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 and the family would not have to be displaced. This activity will apply to RAD voucher holders.

Anticipated Impacts: Ensure access to housing for families impacted by disposition and preservation of affordable units when a family's subsidy standard becomes less than the PBV unit size during the course of the tenancy.

Status Update: Ongoing. OHA anticipates that this activity will be used during the disposition of Oak Groves North and South and Harrison Tower. Initial analysis shows 13 households whose household composition and subsidy standard are not aligned prior to the disposition.

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

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

HC #2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 13 units preserved
SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	**Baseline**	**Benchmark**

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars) = $645	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars) = $1,645
HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = 13 units

MTW Activity #10-06: Local Housing Assistance Program

Description of MTW Activity: The Local Housing Assistance Program (LHAP) activity through initiatives like the Sponsor Based Housing Assistance Program (SBHAP) provides support to households that might not qualify for or be successful in the traditional public housing and/or Section 8 programs. LHAP provides assistance to 1) low-income households that were part of the Oakland Affordable Housing Preservation Initiatives (OAHPI) disposition that are not eligible for the voucher program and 2) to partnering agencies operating service enriched housing for low-income households with special needs. This activity is also used for a third category of local non-traditional programs that serve families in partnership with the City of Oakland's Department of Human Services and the Oakland PATH Rehousing Initiative through the Sponsor-Based Housing Assistance Program (SBHAP) which provides rental housing assistance through the form of rental subsidies, utility assistance, security deposits, etc. to individuals who come from homeless encampments or are exiting the criminal justice system, or are emancipated foster youth. The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland. As program participants demonstrate stability after one year and their landlord is willing to participate, they are eligible to apply for a Housing Choice Voucher. This activity allows participants of specific County funded programs that OHA administers to apply to the HCV program once participants have met program specified criteria.

Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA used its MTW resources to leverage commitments from ACSSA to provide wrap around case management services that address employment barriers

and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV.

The Building Bridges – Transitional Housing Plus (THP+) program awards funding resulting in a contract with a county approved service providers to provide rental subsidy for low-income THP+ participants (youth who have aged out of foster care) for up to five years, with a phase down of funding in the last two years.

An additional function of this activity initially was to mitigate any negative impacts of the public housing disposition for households that may not have been housed because they were over-income for the new project-based voucher units, or may have experienced a significant rent increase as a result of the conversion from public housing to a project-based voucher subsidy. Originally 44 households were on this program and it decreases each year as families opt to use their tenant-protection voucher and move.

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

Status Update: OHA plans to continue LHAP and SBHAP programs in FY 2020.

Changes or Modifications to Activity: There are no changes or modifications to this activity.

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

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) **LHAP**	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 17
SBHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 112
BB-CalWORKs	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 50
BB-THP+	Number of households who would not qualify for an available unit based on household composition =	Expected housing units of this type after implementation of the

	Zero (0)	activity = 50
Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	**Total number of households who would not qualify for an available unit based on household composition = Zero (0)**	**Total expected housing units of this type after implementation of the activity = 229**
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **LHAP**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 17
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **SBHAP**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 112
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **BB-CalWORKs**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **BB-THP+**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50
Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	**Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)**	**Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 229**
HC #7: Households Assisted by Services that Increase Housing Choice		

Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase). **LHAP**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 17
Number of households receiving services aimed to increase housing choice (increase). **SBHAP**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =112
Number of households receiving services aimed to increase housing choice (increase). **BB-CalWORKs**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =50
Number of households receiving services aimed to increase housing choice (increase). **BB-THP+**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =50
Total number of households receiving services aimed to increase housing choice (increase). SBHAP	**Total households receiving this type of service prior to implementation of the activity = Zero (0)**	**Total expected number of households receiving these services after implementation of the activity =229**

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

Description of MTW Activity: Provide counseling and relocation assistance to residents impacted by an approved disposition of public housing units. This activity will apply to RAD voucher holders.

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

Status Update: OHA will reinitiate this activity in FY 2020 to provide resources for families in the Oak Groves North and South and Harrison Tower developments as these sites undergo disposition.

Changes or Modifications to Activity: OHA plans to use this activity for RAD voucher holders.

Changes or Modifications to Metrics, Baselines or Benchmarks: Standard metrics for the activity are reflected in the table below.

HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 15

MTW Activity #10-09: Altered Minimum Stay Requirement for PBVs

Description of MTW Activity: 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 and if a voucher or comparable tenant-based assistance is not available, give the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity allows OHA to extend or reduce the minimum stay requirement for residents and gives OHA the discretion to prioritize families on the HCV waitlist.

OHA will review whether to extend the minimum stay requirement to 2 years during the annual planning process and the Executive Director or his designee will consider various factors such as number of requests in the prior Fiscal Year, Oakland vacancy rates and input from affordable housing providers on turnover rates and their impacts.

If the decision is made to extend the minimum stay to 2 years, OHA will inform the public and residents through the standard public comment period which is used required to vet the MTW Plan. The Tenancy Addendum form will be modified to include the new minimum stay requirement and is distributed to tenants when they move into a PBV unit. For FY2020, OHA intends to require PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

This activity will not apply to families: (1) with an approved Reasonable Accommodation that required them to move from their PBV unit, (2) who experience a change in family composition that affects the size of the unit, or (3) who present a compelling reason to move out of the PBV unit (will be reviewed on a case by case basis). Circumstances surrounding the request to move, such as VAWA requirements, employment opportunities in other public housing jurisdictions and availability of tenant-based vouchers will be considered.

The minimum stay will only be reduced to less than 1 year in situations where a disposition of public housing units has been approved.

Anticipated Impacts: Ensure housing choices are available to residents.

Status Update: This activity is ongoing.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020..

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the standard metrics for the activity are reflected in the table below.

Standard OHA Metrics (applies to increased minimum stay households)		
Number of Requests to Move that are Required to wait two years		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new move requests from PBV to HCV that are required to wait due to altered minimum stay of two years	Average number of requests that had to wait to move for an altered minimum stay requirement prior to implementation = zero (0) requests	Number of requests that are required to wait a minimum of two years prior to receiving an HCV = 150 requests
Number of Vouchers Issued for Move Requests		
Unit of Measurement	**Baseline**	**Benchmark**
Number of HCVs issued to PBV residents who waited to move based on an altered minimum stay of two years (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 = 75 Households

Standard HUD Metrics (applies to decreased minimum stays)
HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)
HC #4: Displacement Prevention		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity. (number of households where voucher expires) This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.	Expected households losing assistance after implementation of activity. This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10

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

Description of MTW Activity: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. These housing opportunities provide units under the traditional programs as well as local, non-traditional units.

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

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

- Brooklyn Basin – The Authority, in partnership with the City of Oakland and MidPen Housing Corporation, are developing 465 units of affordable housing for low-income families and seniors as part of the Brooklyn Basin master planned community.
- 15th and Harrison Street – The Authority is in predevelopment planning for a new family development with 80-120 affordable rental units and ground floor commercial for families with incomes up to 60% of area median income.
- Empyrean Towers - The Authority is partnering with Resources for Community Development (RCD) with the acquisition and rehabilitation of Empyrean Towers. The Empyrean will be converted to permanently affordable housing with 66 units (54 studios and 12 one-bedrooms) for low-income individuals and small households.
- 6946 Foothill Blvd - The Authority will undergo predevelopment planning to rehabilitate and preserve 65 units of affordable housing using low-income housing tax credits.
- Acquisition – The Authority will seek opportunities to acquire land and existing housing in order to preserve and create new housing opportunities.
- Reposition Current Assets – The Authority will seek opportunities to reposition existing real estate in order to preserve and create new housing opportunities.
- Buyouts – The Authority will exercise its option to purchase affordable housing developments in order to preserve affordable housing.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 62 non-traditional and 11 PBV units under development (15th); 181 non-traditional and 284 PBV units under construction (BB); 33 non-traditional and 32 PBV units placed in service.
HC #2: Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units	Housing units preserved prior to	Expected 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.	implementation of the activity = Zero (0)	preserved after implementation of the activity = rehab of 32 non-traditional and 133 PBV/ACC units in development, and 100 dispo PBV units under construction and 52 dispo PBV units rehab completed.
HC #5: Increase in Resident Mobility		
Unit of Measurement	**Baseline**	**Benchmark**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 65 households

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

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

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

Status Update: Ongoing

Changes or Modifications to Activity: OHA plans to use this activity for RAD vouchers.

Changes or Modifications to Metrics, Baselines or Benchmarks: Metrics have been updated to reflect suggested metrics approved by the Department in December of 2018.

OHA and Standard Metrics		
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	**Baseline**	**Benchmark**

Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%
HC #3: Decrease in Wait List Time		
Unit of Measurement	**Baseline**	**Benchmark**
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
Campbell Village	60 months	65 months
Lockwood Gardens	60 months	48 months
Peralta Villa	60 months	48 months
Harrison Towers	60 months	55 months
Adel Court	60 months	60 months
Oak Grove North	60 months	60 months (affected by disposition)
Oak Grove South	60 months	60 months (affected by disposition)
Palo Vista Gardens	60 months	24 months
Linden Court	60 months	55 months
Mandela Gateway	60 months	55 months
Chestnut Court	60 months	24 months
Foothill Family Apts	60 months	75 months
Lion Creek Crossing	60 months	24 months
OHA Metric - Vacancy Rate per public housing site		

Unit of Measurement	Baseline	Benchmark
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%
Campbell Village	2%	1.32%
Lockwood Gardens	2%	2.71%
Peralta Villa	2%	1.29%
Harrison Towers	2%	0.67%
Adel Court	2%	1.11%
Oak Grove North	2%	N/A sites designated for dispo
Oak Grove South	2%	N/A sites designated for dispo
Palo Vista Gardens	2%	0.93%
Linden Court	2%	1.54%
Mandela Gateway	2%	3.80%
Chestnut Court	2%	0.93%
Foothill Family Apts	2%	0.79%
Lion Creek Crossing	2%	1.76%

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

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

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

Status Update: Ongoing. OHA reserves the option to issue new awards based on need, development opportunities and funding availability during the fiscal year.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $7,500 per RFP	Expected cost of task after implementation of the activity = $0
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP

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

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

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

Status Update: Ongoing. The City of Oakland anticipates that it allocate funding for its annual NOFA in 2020. It will notify developers of the amount of funding availability for development projects in September 2020 and make award notifications around March of 2021 which does not fall within the scope of FY 2020. OHA will evaluate awarded projects and opportunities to participate via PBV allocations to increase housing choices for low-income families in the City of Oakland. OHA will explore strategic partnerships with the City, County and County Agencies to expand affordable housing options through these PBV allocations, particularly for veterans and special needs populations served by those agencies programs.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $7,500 per RFP	Expected cost of task after implementation of the activity = $0
CE #2: Staff Time Savings		
Unit of Measurement	**Baseline**	**Benchmark**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per RFP
Standard OHA Metrics		
Additional Units of Housing Made Available		
Unit of Measurement	**Baseline**	**Benchmark**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 50
Units of Housing Preserved		
Unit of Measurement	**Baseline**	**Benchmark**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Housing units preserved prior to implementation of the activity = 50

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

B. Not Yet Implemented Activities

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

C. Activities on Hold

Table 17 Approved MTW Activities on Hold					
Activity # and year approved	**Fiscal Year Implemented (Year placed on HOLD)**	**MTW Activity Name**	**Description**	**Statutory Objective(s)**	**Authorization(s)**
13-01	2017	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of $25	Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
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
09-01 (merged with 17-01	2011 (2018)	Alternate 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 (2015)	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

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

MTW Activity #13-01: Rent Reform Pilot Program

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

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

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

Anticipated Impacts: OHA and participant families will experience time savings related to the forgone 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 in between years or because of the new income calculation.

Status Update: Due to transition to a new business system, OHA has been working with the vendor to develop a modification to handle the metrics required for this activity. OHA is migrating to a new version of the business system in late FY 2019 and expects to be able to research implementation of this activity once the rollout is complete in early FY 2020.

Changes or Modifications to Activity: There are no proposed changes or modifications to this activity.

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

MTW Activity #10-08: Redesign FSS Program

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

Anticipated Impacts: Increase participant enrollment in the program and improve outcomes by better matching program design with participant needs. Design targeted outreach and enrollment strategies to maximize enrollment of participants that will be successful in the program.

Status Update: OHA extensively reviewed program data and researched redesigned FSS programs implemented by other PHAs to determine what best practices would provide the most impact to OHA's FSS program. OHA plans to continue exploration of best practices for redesigning the FSS program and plans to update the FSS Action Plan as part of an ongoing and expanded economic development and self-sufficiency initiative in FY 2020. OHA will work to build on the strengths of the existing program to create a more structured and data-driven program by working to develop better baseline data and collecting data from FSS program graduates. Proposed changes to the FSS Action Plan will be submitted to HUD for approval and be implemented in FY 2020, pending approval. These changes include:

- Creating unique marketing materials that clearly explain the program and implementing additional baseline data collection methods for families entering the program
- Implement monetary incentives for tasks and milestones achieved related to employment, education, financial goals, transportation, health/wellness and family/child care support services along with customized data dashboard information for program participants
- Develop detailed program follow up for FSS graduates to track whether graduates were able to meet the definition of self-sufficiency as defined by the OHA program as meeting their needs, achieving long-term goals, ability to deal with emergencies and empowered to access resources

Implementation Timeline: OHA will update the FSS Action Plan and submit to HUD for approval and implementation during FY 2020.

Changes or Modifications to Activity: No changes or modifications to this activity are planned in FY 2020; however OHA will continue to monitor the national MTW forum for ideas and best practices for redesign of OHA's FSS program.

MTW Activity #09-01 (merged with #17-01): Alternative HQS System

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

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

Reason Activity is on Hold: This activity is on hold due to the implementation of biennial inspection protocols through the HUD Streamline Rule published in April 2016.

Reactivation Plan Update: OHA plans to reactivate this activity as needed. OHA may use this activity to alter the inspection schedule as it relates to any new inspection protocols issued by HUD to increase or decrease the frequency of inspections based on inspection scoring and history. OHA would seek HUD review and approval prior to reactivating this activity with any significant changes.

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

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2020.

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

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

Anticipated Impacts: Preserving existing housing resources with a short-term subsidy is more cost effective in many circumstances than relocating in-place families and providing a housing assistance payment.

Status Update: On Hold.

Reason Activity is on Hold: This activity is subject to funding availability and applicable projects. OHA has determined that funding is not available to pursue this activity in FY 2020. However, OHA will consider activating the activity pending new opportunities in future fiscal years.

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

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

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2020.

D. Closed Out Activities

OHA does not propose to close any activities during FY 2020.

Section V. Sources and Uses of Funding

The FY 2020 Sources and Uses reflect the agency vision for a capital expenditure plan to preserve OHA units for sustained occupancy. Recognizing that funding deficits with operating reserves is not a long-term solution, OHA has developed a Sources and Uses that sufficiently considers potential funding shortfalls. OHA has sufficient funds available that will be utilized in this fiscal year to support the approved budget request and projects and also maintains adequate operating reserve levels. Due to the timing of the Plan preparation and OHA's budget planning cycle, the Source and Uses included are a draft projection and will be finalized during OHA's Board approval and budget planning process. Final numbers will be included with the final Plan submission once OHA has a Board approved budget in June 2019. OHA will use HUD-held reserves that have been obligated and committed to various projects and activities to cover any expressed operating deficit reflected in this Sources and Uses.

A. Planned Sources and Uses of MTW Funds

1) Estimated Sources of MTW Funding for the Fiscal Year

Under MTW flexibility, OHA consolidates the public housing Operating Subsidy, the Capital Fund Program (CFP), and the Housing Choice Voucher program funding into a single fund budget. Allocations in FDS Line Item 71500 are reflected in FDS Line Item 70750 based on requests from the HUD Financial Management Division. What appears to be a shortfall between the Sources and Uses of MTW Funds indicated in Table 14, it is not a shortfall, but planned uses on obligated and committed projects and expenses using reserves held for those projects and expenses., The difference is primarily due to the "Other Expenses" FDS line item, which includes MTW development obligations and capital expenditures which are described in activity #08-01 and in Appendix B and other HUD approved expenses related to Government Accounting Standard Board (GASB) 68 and 75 expenditures.

Table 18: Estimated Sources of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	4,857,268
70600	HUD PHA Operating Grants	257,740,328
70610	Capital Grants	9,554,680
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	26,123,523
71100+72000	Interest Income	-
71600	Gain or Loss on Sale of Capital Assets	-
71200+71300+71310+71400+71500	Other Income	1,360,800
70000	Total Revenue	299,636,599

2) Estimated Uses of MTW Funding for the Fiscal Year

At the start of FY 2020, OHA expects HCV utilization to be in the low to mid 90th percentile, and projects a slow but steady increase in utilization due to several efforts by OHA. Owner incentive activities will continue to be expanded across all components and the Automatic Rent Increase activity will be implemented. In

addition to the implementation of the landlord incentives, OHA plans a full capacity implementation of all the initiatives under Building Bridges in FY 2020. PBVs that were conditionally awarded to existing, new or rehabilitated developments will be moved through the review process to lease up. All of these efforts are aimed at maximizing the families served while the traditional HCV program adapts to serve families in the expensive and low inventory Bay Area rental market. OHA expects to fund the shortfall of expenses, due to its expanded incentive services and new or rehabilitated development projects, by utilizing its program reserves. The single fund budget will support increased resident services, with a focus on economic development and self-sufficiency building on the leverage of the Jobs Plus grant activities to create a culture of work in OHA's public housing sites and beyond. Additional uses will cover security and protective services for OHA properties for FY 2020.

Table 19: Estimated Uses of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	43,717,046
91300+91310+92000	Management Fee Expense	383,263
91810	Allocated Overhead	12,661,823
92500 (92100+92200+92300+92400)	Total Tenant Services	2,356,712
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	2,163,920
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	9,660,625
95000 (95100+95200+95300+95500)	Total Protective Services	6,872,514
96100 (96110+96120+96130+96140)	Total insurance Premiums	3,111,441
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	2,142,800
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	-
97100+97200	Total Extraordinary Maintenance	1,164,020
97300+97350	Housing Assistance Payments + HAP Portability-In	204,590,141
97400	Depreciation Expense	-
97500+97600+97700+97800	All Other Expenses	63,200,000
90000	Total Expenses	352,024,305

Activities that Will Use Only MTW Single Fund Flexibility

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

- Preserving and Enhancing Our Housing Portfolio
    - The single-fund flexibility provided under MTW helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Rehabilitation and modernization of 152 senior public housing units at Oak Grove North and South will be completed in FY 2020 and will start for Harrison Towers (101 units) along

with conversion to project-based subsidy through disposition. OHA plans to use RAD, pending application approvals, to transition another 261 units of public housing to project-based subsidy to streamline compliance requirements and facilitate future refinancing or re-syndication transactions to fund capital improvements; Additionally, OHA continues to invest in the restoration of its Project Based portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard. Ongoing planning includes physical needs assessments of both the public housing and the Project Based portfolio to facilitate long term capital planning for site based improvements. Research and planning will commence to re-develop certain scattered site developments.

- Promoting Resident Empowerment and Self-Sufficiency
    - The Department of Family and Community Partnerships (FCP) was created under single-fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP is managing the Jobs Plus Grant awarded in December 2015, which is a four year grant award, to implement job training and skill development for West Oakland public housing residents across five developments. OHA intends to use the single fund flexibility through MTW to provide matching funds for some of the administrative staffing and rental revenue offsets for JobsPlus in addition to providing partial funding for resident services for the grant. OHA plans to grow its initiatives aimed at improving the economic outcomes of our program participants by using its single fund flexibility combined with MTW Activities to meet and increase self-sufficiency outcomes for families with children, expanding the Community and Economic Development division to extend Jobs Plus like benefits to more than just West Oakland Public Housing residents. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.
    - In FY 2020, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative. Additionally, FCP provides connections for residents to training and employment opportunities that build resident capacity and offer valuable skill-building opportunities that result in residents moving steps closer to self-sufficiency. Through the single fund budget, OHA will continue its work on data collection and family outreach with the Oakland Unified School District with a focus mitigating chronic absenteeism and improving academic achievement among OHA children. During FY 2020, OHA will redesign the program to be more data driven, building upon the lessons learned from previous program years. There are five pillars to the program: early school enrollment, attendance, third grade reading level, high school graduation, and seeking additional education through college or skills training. Using data collected and shared by the Oakland Unified School District since 2012, coupled with internal OHA data, the education initiative revamp will start with a thorough program evaluation to better understand which of the past and current policy interventions had the intended effects.
    - FCP plans to actively mine data on residents that would be good candidates for targeted service initiatives. The groups include those with zero income to

offer employment and supportive services and those using the zero HAP safety net extension to ensure financial literacy. The Search Assistance/Housing Navigator initiative will partner with the Leased Housing department to assist applicants who have been unable to lease-up using their voucher within 180 days. Services such as rental portfolio/resume classes, creating a master rental application, references, role playing and presentation preparation, rental history review, and referral to supportive services for security deposit assistance and moving assistance in addition to housing search workshops are planned. Additionally, OHA plans to provide eviction prevention assistance to help families facing eviction due to an unexpected crisis or poor financial planning habits. Supportive services and education will be offered in conjunction with partners that offer legal assistance and specialized services.

- Providing a Consistent Level of Security to Residents with a focus on youth and families
    - Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community policing services that positively impact OHA sites and the surrounding neighborhoods, and the department protects program integrity by managing the Fraud Investigations Unit. In FY 2020, OHAPD plans to deploy continue and expand the youth explorer program for up to 22 youth. Community related events to build trust and relationships will continue such as the Winter Wonderland Toy Drive, bike excursions, camping trips, block parties, pancake socials and Coffee with a Cop. OHAPD will continue to build a strong presence in the community by:
        - Hosting resident community meetings to maintain strong working relationships
        - Post crime and prevention safety tips through various mediums
        - Develop a citizen police academy to increase citizen understanding of law enforcement and Volunteers in Police Service (VIPS) with the explorer program to enhance volunteer participation and efforts
- Maintain and increase transparency and resident partnerships
    - In partnership with residents OHAPD will use tools of law enforcement to provide a safe environment at our properties as well as assist our management team in identifying problematic tenants requiring trust and community participation. A higher standard of transparency and accountability is expected from police agencies in today's society. The OHAPD is meeting this challenge head-on through engaging the community (meeting with area community members, as well as the OHA Resident Advisory Board (RAB), interacting with other law enforcement, and ensuring staff performance related to implementation of body-worn cameras. The department will focus partnership efforts through forming police/tenant advisory groups, attendance at tenant community meetings, expanding current camera monitoring and technology including sharing of information, pictures, and videos to guard the community. OHAPD plans to focus efforts on ex-offenders returning to the community for temporary or permanent shelter by providing support and collaborating with local re-entry expert providers to help support this special population. Lastly, OHAPD plans to institute training for all staff in Crisis Intervention Techniques (CIT) to facilitate

communication, counselling, mediation, protection and consolation in crisis situations.

- Expansion of Affordable Housing Opportunities
  - OHA uses its single-fund flexibility to leverage additional funding for the development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, OHA is able to invest in projects to expand the availability of new housing that is affordable for families spanning multiple levels of subsidy. OHA expects to use single-fund flexibility to continue investment in existing projects in the pipeline and to broaden assistance to possible development projects like 15th and Harrison, Brooklyn Basin while exploring redevelopment of some scattered sites.
- Assist Residents forced to move due to Abatement with Relocation
  - OHA plans to use the single fund flexibility to assist residents that are forced to vacate units through no fault of their own, due to failed Housing Quality Standard (HQS) inspections. Funds that are unspent by abating subsidy payments to owners that fail HQS will be allocated to assist affected residents for expenses associated with vacating the unit and moving to other assisted housing in Oakland. Eligible residents may be approved for a moving allowance to assist with costs using Uniform Relocation Allowances (URA). OHA anticipates that this use of funds will maintain and possibly increase the number of families served by supporting families in vulnerable situations where an unexpected move is forced upon them with no funding support for move related expenses. Residents will be informed through the briefing process and during abatement communications of this benefit.

Table 20: Planned Use of MTW Single Fund Flexibility

Narrative of planned activities that use only the MTW single fund flexibiliy.

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

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Public Housing residents. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.

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- Hosting resident community meetings to maintain strong working relationships
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• Maintain and increase transparency and resident partnerships
In partnership with residents OHAPD will use tools of law enforcement to provide a safe environment at our properties as well as assist our management team in identifying problematic tenants requiring trust and community participation. A higher standard of transparency and accountability is expected from police agencies in today's society. The OHAPD is meeting this challenge head-on through engaging the community (meeting with area community members, as well as the OHA Resident Advisory Board (RAB), interacting with other law enforcement, and ensuring staff performance related to implementation of body-worn cameras. The department will focus partnership efforts through forming police/tenant advisory groups, attendance at tenant community meetings, expanding current camera monitoring and technology including sharing of information, pictures, and videos to guard the community. OHAPD plans to focus efforts on ex-offenders returning to the community for temporary or permanent shelter by providing support and collaborating with local re-entry expert providers to help support this special population. Lastly, OHAPD plans to institute training for all staff in Crisis Intervention Techniques (CIT) to facilitate communication, counselling, mediation, protection and consolation in crisis situations.

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B. Local Asset Management Plan

Table 21: 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	**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 does not plan to make any changes in the Plan Year.

OHA does not plan to make any changes in the plan year.

C. Rental Assistance Demonstration (RAD) Participation

Table 22: Rental Assistance Demonstration (RAD) Participation

Description: OHA plans to submit a letter of interest to the RAD resource desk on July 1, 2019. Full RAD applications are projected to be completed by September 1, 2019 for public housing units located in mixed finance developments: Foothill Aparments (21 units), Lion Creek crossing Phases I,II, III, and IV (157 units), Chestnut Court (45 units) and Linden Court (38 units). Upon application approval, OHA plans to complete the RAD conversion in late FY2020.

i.Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

Yes

ii.If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?

First RAD Significant Amendment Submitted

Section VI. Administrative

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

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

On Motion of Commissioner: Janny Castillo

Seconded by Commissioner: Barbara Montgomery

And approved by the following vote:

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

NAYS: 0

ABSTAIN: 0

EXCUSED: Commissioners Griggs-Murphy and Griffith

ABSENT: 0

THE FOLLOWING RESOLUTION WAS ADOPTED: **NUMBER: 4855**

RESOLUTION ADOPTING THE FISCAL YEAR 2020 MOVING TO WORK ANNUAL PLAN AND CERTIFICATIONS OF COMPLIANCE

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

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

WHEREAS, the Fiscal Year (FY) 2020 MTW Annual Plan provides Authority residents, the public and the Department with baseline information on Authority programs, previously approved MTW activities, and a budget for FY 2020; and

WHEREAS, the FY 2020 MTW Annual Plan identifies the areas in which the Authority intends to use its participation in MTW to explore and test new and innovative methods to reduce costs and achieve greater cost effectiveness, provide incentives for families with children to become economically self-sufficient, and increase housing choices for low-income families in Oakland; and

WHEREAS, the Authority gathered resident and community input during a 30-day written comment period, Resident Advisory Board (RAB) meetings held on February 13, 2019 and March 13, 2019 and a public hearing held on February 11, 2019; and

WHEREAS, the FY 2020 MTW Annual Plan has been finalized after giving consideration to comments received from the members of the RAB and from the public; and

WHEREAS, the Board of Commissioners must adopt a FY 2020 MTW Annual Plan prior to submission to the Department; and

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

WHEREAS, the Certification states that the FY 2020 MTW Annual Plan will be carried out in compliance with all applicable MTW regulations and requirements of the Department; and

WHEREAS, the FY 2020 MTW Annual Plan is in compliance with all Department regulations.

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

THAT, the Board of Commissioners adopts the FY 2020 MTW Annual Plan; and

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

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2020 MTW Annual Plan and Certifications of Compliance to the US Department of Housing and Urban Development, and to take all actions necessary to implement the foregoing resolution.

I certify that the foregoing resolution is a full, true and correct copy of a resolution passed by the Commissioners of the Housing Authority of the City of Oakland, California on April 1, 2019.

Eric Johnson, Secretary / Executive Director

ADOPTED: April 1, 2019 **RESOLUTION NO. 4855**

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBIC AND INDIAN HOUSING

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

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (07/01/2019), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

(1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.

(2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.

(3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).

(4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.

(5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

(6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.

(7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.

(8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

(9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

(10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

(11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

(12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

(13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

(14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property

Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

(15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

(16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

(17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

(18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

(19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

(20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.

(21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

(22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

Oakland Housing Authority	***CA003***
MTW PHA NAME	***MTW PHA NUMBER/HA CODE***

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

Gregory D. Hartwig	***Chairman, OHA Board of Commissioners***
Name of Authorized Official	***Title***
SIGNATURE	***DATE*** 4/2/19

* ***Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.***

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

Beginning of Public Comment Period	**February 7, 2019**	
Notification sent to Community Partners	**February 7, 2019**	
Public Notice Published in Oakland Tribune	**February 1, 2019**	
Public Hearing at 1619 Harrison Street	**February 11, 2019**	**Estimated number of attendees - 35**
Resident Advisory Board Meetings	**February 13, 2019 and March 13, 2019**	**Estimated number of attendees – 25**
End of Public Comment Period	**March 8, 2019**	

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

OHA plans to evaluate activity #11-05 using both qualitative and quantitative tools. A growing number of people are released each year from state prisons and local jails. Ensuring that people released from prison and jail find appropriate places to live is critical to public safety, healthy families and communities and evidence of stable housing is a factor in released prisoners being able to reunite with their children and families. People who do not find stable housing in the community are more likely to recidivate than those who do. Re-arrest and re-incarceration disrupts income and lease agreements. OHA plays a role in stopping the destructive cycle by partnering with the Alameda County Sherriff's Office and other partners to provide service enriched housing, facilitating that the these tenants get the help they need to stay in housing. OHA also uses this activity to provide service enriched transitional and shared housing to other hard to house populations and plans to evaluate the programs compared to program goals including but not limited to family reunification, recidivism, and successful completion of training and personal goal achievement.

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Appendix I: Flat Rent Policy for Public Housing

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Appendix K: Significant Amendment (Attachment 1D)

APPENDIX A

Glossary of Acronyms

Glossary

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

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

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

ACSSA – Alameda County Social Services Agency

ACSO – Alameda County Sheriff's Office.

BB – Building Bridges is an initiative through OHA to serve special populations through local non-traditional programs.

CalWORKs – A public assistance program that provides cash aid and services to eligible families that have a child(ren) in the home. The program serves all 58 counties in the state of CA and is operated locally by county welfare departments.

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.

DADS – Dads acquiring and developing skills program through ACSO.

FUPF – Family Unification Program – Family vouchers

FUPY - Family Unification Program – Youth vouchers

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

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

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

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

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

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

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

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

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

LAP – Language Assistance Plan

LEP – Limited English Proficiency

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.

LIHTC – Low Income Housing Tax Credit program

LP – Limited Partnership.

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

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

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

NEPA – National Environmental Policy Act. Required environmental assessments when doing new development work.

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

OHA – Oakland Housing Authority.

PACT – Parents and Children Together is a local non-traditional program through OHA to reunite children with their parents who have been recently released from jail.

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

PHA – Public Housing Authority.

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

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

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

SBHAP – Sponsor Based Housing Assistance Program.

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

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

THP+ – Transitional Housing Program. A state funded county assistance program providing housing assistance and supportive services to emancipated foster youth.

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

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

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

APPENDIX B

OHA's Planned Capital Fund Expenditures

Due to the timing of OHA's budget approval process, OHA expects to submit revisions to these projections before final submission to HUD in June 2019.

FY20 Capital Fund Expenditure Projections				
Public Housing	**Development Name**	**Description of Work**	**# of Units**	**FY 2020**
	Public Housing			
x	Harrison Tower	elevator repair	101	$800,000
x	Adel Court	roof replacement, common area, and site improvements	30	$200,000
x	Campbell Village	playgrounds, building systems, building envelope, and site improvements	154	$957,000
x	Lockwood Gardens	exterior improvements, building envelope and roof repairs, unit interior improvements, and maintenance vehicles	372	$615,000
x	Palo Vista Gardens	accessibility improvements, roof and gutter replacement, building systems repairs, and landscape improvements	100	$640,000
x	Peralta Villa	building envelope and roof repairs, unit interior improvements, building systems improvements, and maintenance vehicles	390	$170,000
	Total Public Housing			**$3,382,000**
	Other Affordable Housing Development & Preservation			
	15th & Harrison	predevelpoment and gap financing	80-120	$16,000,000
	6946 Foothill Blvd.	major rehabilitation and resyndication	65	$5,000,000
	The Empyrean	permanent financing for major rehabilitation	66	$3,161,429
	Year 15 Buyouts	year 15 transitions for LIHTC properties		$3,000,000
	Property Adquisition	acquisition of other land or buildings		$10,000,000
	Total Other Affordable Housing Development & Preservation			**$37,161,429**

	Administrative Buildings			
	1619 Harrison	office renovation and fixtures, furnishings and equipment		$5,700,000
	1801 Harrison	office improvements		$10,000
	1805 Harrison	office improvements		$15,000
	Service Center	bay and exterior lighting improvements		$50,000
	West Dist. Office	accessibility and common area improvements		$50,000
	East Dist. Office	accessibility and common area improvements		$50,000
	Total Admin			**$5,875,000**
	COCC and Other Depts			
	IT	network equipment, software purchases		$1,639,000
	Finance	software purchases		$25,000
	Leased Housing	copier, lobby computer kiosk		$45,000
	Family & Communit Partnerships	vehicle		$30,000
	CCGS	computer equipment		$30,000
	OHAPD	vehicles, radios, police equipment, IT equipment		$428,000
	Total COCC and Other Depts			**$2,197,000**
			Total MTW Funds	***$ 48,615,429***
			Projected Capital Fund Grant Amount	***$ 9,466,877***

APPENDIX C

Project-Based Voucher Allocations

Project-Based Voucher Allocation Projections as of June 30, 2020				
Development Name	**Date of Board Approval**	**# of PBV Units**	**Contract Date**	**Population Served**
HAP contracts				
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
14th St. Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Fairmount Apartments	10/24/2008	16	3/8/2010	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	5/24/2010	18	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	7	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	11	12/1/2010	Low Income Families / Mod Rehab Conversion
Foothill Family Partners	6/28/2010	11	8/1/2011	Low Income Families
St. Joseph's Senior Apts	5/29/2007	83	8/22/2011	Senior
*OHA Scattered Sites (**1539**)	7/27/2009	1539	In Progress	Low Income Families / Public Housing Disposition
Lion Creek Crossings IV	4/28/2008	10	1/13/2012	Low Income Families
Savoy Phase 1	6/28/2010	55	2/14/2012	Special Needs
*Hugh Taylor house (35)	6/11/2011	32	5/8/2012	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	6/11/2011	50	6/7/2012	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6th and Oak)	5/4/2009	50	6/27/2012	Senior
720 E 11th Street Apts (aka Clinton Commons)	4/28/2008	16	10/2/2012	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	4/23/2007	11	11/15/2012	Senior
Kenneth Henry Court	4/11/2011	13	2/8/2013	Low Income Families
California Hotel Phases 1 and 2	2/28/2011	88	3/1/2013	Special Needs / Homeless / HIV/AIDS
James Lee Court	10/25/2010	12	3/21/2013	Low Income Families
Savoy Phase 2	6/28/2010	46	3/29/2013	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	5/4/2009	11	5/8/2013	Low Income Families

Oak Point Limited (OPLP)	10/25/2010	15	5/30/2013	Low Income Families
Drasnin Manor	10/25/2010	25	6/27/2013	Low Income Families
St. Joseph's Family Apts	10/25/2010	15	12/3/2013	Low Income Families
MacArthur Apts	10/25/2010	14	10/13/2013	Low Income Families
California Hotel Phase 3	2/28/2012	47	11/22/2013	Special Needs / Homeless / HIV/AIDS
Lion Creek Crossings V	10/17/2011	127	8/11/2014	Senior
Cathedral Gardens	5/23/2011	43	10/27/2014	Low Income Families
Lakeside Senior Apartments	1/23/2012	91	1/26/2015	Senior
Marcus Garvey Commons	4/11/2011	10	3/17/2015	Low Income Families
1701 Martin Luther King Jr. Way	5/20/2013	25	12/7/2015	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	2/28/2011	22	1/20/2016	Low Income Families
AveVista aka 460 Grand	3/16/2010	34	1/27/2016	Low Income Families
11th and Jackson (Prosperity Place)	11/30/2010	35	2/1/2017	Low Income Families
Fox Court Apts. (13)	12/5/2016	13	9/15/2017	Low Income Families
Ambassador Apts.(10)	12/5/2016	10	9/1/2017	Low Income Families
Seven Directions (10 additional vouchers)	12/5/2016	10	12/1/2017	Low Income Families
Adeline Street Lofts	12/5/2016	20	3/1/2018	Low Income Families
Rosa Park	12/5/2016	11	2/1/2018	Low income and homeless individuals
Madsion Apts (additional vouchers)	12/5/2016	31	6/9/2018	Low Income Families
Stanley Avenue Lofts	12/5/2016	13	6/1/2018	Low Income Families
Swan Market	12/5/2016	10	12/1/2017	Low Income Families
San Pablo Hotel	12/5/2016	31	2/19/2018	Low Income Seniors
Hisman Hin-Nu Apts	12/5/2016	10	12/15/2017	Low Income Families
Oak Park Apts	12/5/2016	10	12/15/2017	Low Income Families
94th and International (Acts Cyrene)	10/17/2011	14	12/29/2017	Low Income Families
Civic Center TOD	7/22/2014 and 2/26/18	20	12/29/2017	Special Needs / Homeless
Camino 23	5/23/2016	26	6/15/2018	Low Income Families/Special Needs
Empyrean	10/24/2016	32	pending	Low Income Families
Hamilton Apts	12/5/2016	92	pending	Low income and homeless individuals
Drachma Housing	12/5/2016	11	pending	Low Income Seniors
International Blvd Apts	12/5/2016	18	pending	Low Income Families
Northgate Apts	12/5/2016	14	pending	Low Income Families
Westlake Christian Terrace West	2/27/2017	121	pending	Low Income Seniors
Courtyards at Acorn	12/5/2016	30	pending	Low Income Families
The Town Center	12/5/2016	50	pending	Low Income Families
Bishop Roy C. Nicholas	12/5/2016	17	pending	Low Income Seniors
Sylvester Rutledge Manor	12/5/2016	64	pending	Low Income Seniors
Brooklyn Basin	2/1/2018	132	pending	Seniors and Low income Families
Oak Street Apts	12/5/2016	25	pending	Low Income Seniors
Kenneth Henry Court	2/27/2017	15	pending	Low Income Families

Eastside Arts & Housing	2/27/2017	10	pending	Low Income Families
Fruitvale Studios	6/25/2018	12	pending	formerly homeless and special needs
Fruitvale Transit Village Phase IIB	6/25/2018	75	pending	families and seniors
3268 San Pablo	6/25/2018	50	pending	formerly homeless and veterans
Units under HAP Contract		**4,006**		
Conversion Projects				
*Harp Plaza (19)	5/24/2010	1	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	3	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	3	12/1/2010	Low Income Families / Mod Rehab Conversion
*Hugh Taylor house (35)	6/11/2011	3	5/8/2012	Low Income Families /Mod Rehab Conversion
*Madison Park (96)	6/11/2011	46	6/7/2012	Low Income Families /Mod Rehab Conversion
Units under HAP that will convert to PBV at turnover*		**56**		
AHAP Contracts				
Redwood Hill Townhomes	6/1/2015	11	in development	Low Income Families/Special Needs
Additional vouchers awarded	5/23/2016	16		
3706 San Pablo Avenue	6/1/2015	10	in development	Low Income Families
Additional vouchers awarded	5/23/2016	5		
Additional vouchers awarded	5/22/2017	5		
Embark Apartments	5/23/2016	61	11/28/2017	Affordable Housing for Veterans / VASH (31)
Fruitvale Transit Village - Phase IIA	5/23/2016	66	in development	Low Income Families/VASH (20)
Units under AHAP Contract		**174**		
Conditional Awards				
Coliseum Place	5/23/2016	37	pending	Low Income Families/Special Needs
Aurora Apartments	7/23/2018	43	*pending*	special needs
Nova Apartments	7/23/2018	56	*pending*	formerly homeless
3801 MLK Family Housing	7/23/2018	16	*pending*	families and special needs
W Grand and Brush	7/23/2018	28	*pending*	formerly homeless
9th Avenue	7/23/2018	7	*pending*	low income families
34th and San Pablo	7/23/2018	25	*pending*	Low income families
7th and Campbell	7/23/2018	39	*pending*	formerly homeless
Brooklyn Basin	2/1/2018	126	pending	Seniors and Low income Families
Units with conditional award		**377**		

Disposition Pending and NOFA Invitations and Pending ORED projects				
OHA Senior Disposition Sites	10/16/2017	253	TPV award June 2018	Public Housing Disposition
15th and Harrison	TBD	100	pending conditional	low income families
RAD Conversion (Chestnut/Linkden/LLC/Foothill and Mandela Gateway)	CY2019	307	special PBV	low income families
		660		
Total PBV Units Allocated		**5,273**		

* Conversion to PBV ongoing as units are currently occupied by HCV-assisted family

APPENDIX D

OHA Housing Inventory

FY 2020 MTW Housing Inventory MTW and Non-MTW housing stock		
		Beginning of FY 2020
MTW PUBLIC HOUSING		
Large Family Sites		
	Campbell Village*	154
	Lockwood Gardens	372
	Peralta Villa	390
		916
Designated Senior Sites*		
	Harrison Towers **	101
	Adel Court	30
	Oak Grove North **	77
	Oak Grove South **	75
	Palo Vista Gardens	100
		383
HOPE VI Sites*		
	Mandela Gateway	46
	Chestnut Court	45
	Foothill Family Apts.	21
	Linden Court	38
	Lion Creek Crossing Phase 1	45
	Lion Creek Crossing Phase 2	54
	Lion Creek Crossing Phase 3	37
	Lion Creek Crossing Phase 4	21
		307
	TOTAL PUBLIC HOUSING	**1,606**
VOUCHER PROGRAM		
MTW		
	General MTW HCV	12,966
Non -MTW		
	VASH	396
	Section 8 Mod Rehab	251
	Section 8 Mainstream	175
	Section 8 Mainstream (2017 Gr	28
	FUP	50
	NED	65
	Tenant Protection Vouchers	341
	Shelter plus Care (S+C)	331
Total Inventory		**16,209**

* Managed by third party property management firm

APPENDIX E

Comments Received During Public Comment Period

BAY AREA LEGAL AID

WORKING TOGETHER FOR JUSTICE

March 8, 2019

Dominica Henderson, Executive Office
Oakland Housing Authority
1619 Harrison Street
Oakland, CA 94612

Re: Public Comments to the Oakland Housing Authority's Draft 2020 Language Assistance Plan (as incorporated in its Proposed 2020 Moving to Work Plan)

To Whom It May Concern:

Bay Area Legal Aid (BayLegal) hereby submits its comments to the Oakland Housing Authority's proposed 2020 Moving to Work Plan. Specifically, we would like to provide comments to the OHA's proposed Language Assistance Plan for Limited English Proficiency (LEP) Persons, which is incorporated into the OHA's draft Moving to Work Plan as Appendix G.

Identifying LEP Individuals Who May Require Language Assistance Services

In order for an agency's language access plan to be effective, it is critically important that the agency not only accurately measure the size of affected language communities within its service area, but that it also implement a consistent mechanism for capturing data on all interactions between the LEP individuals and agency staff members. Given the city of Oakland's rapidly changing demographics, steps must be taken to ensure that the proposed plan relies on the most current data so as to ensure an accurate account of the LEP communities within the OHA's jurisdiction. This bears particular relevance in light of the possible emergence of LEP groups whose numbers may now have approached the respective 5% or 1,000 eligible population thresholds, as said emergent language communities may now be entitled to a higher level of language services.

As to staff interactions with LEP persons, the OHA's proposed plan indicates that OHA staff "maintains a log of interactions with LEP persons monthly." Yet the accompanying interaction data upon which the language needs assessment is based is now more than

two (2) years old. The plan's effectiveness in addressing language-related needs will be negatively impacted unless affirmative and immediate steps are taken to collect the most current interaction data.

In furtherance of this goal, the proposed plan should implement a clear and uniform cataloguing system to ensure that said interaction data is adequately and consistently captured. OHA staff should be required to chronicle every interaction with an LEP individual via a centralized database. Additionally, a specific point person should be assigned to coordinate LEP-related data collection.

Written Translation of Vital Documents

We are encouraged by the OHA's efforts at identifying a specific set of vital documentation that should be subject to written translation for eligible LEP populations. However, we believe that the following, additional documents should be incorporated into this listing.

1. Wait List Opening Notices
2. Wait List Application
3. All Required Briefing Packet Forms
4. Disclosure of Information on Lead-Based Paint and/or Lead-Based Pain Hazards
5. Consent Form HUD 9886
6. Consent Form OHA 250006
7. Section 8 Participant Obligations
8. OHA and Owner Contract
9. Voucher
10. RTA
11. HUD Tenancy Addendum
12. All Appointment Notifications
13. Annual Recertification and Inspection Letter
14. Abatement of Rent
15. Failed Inspection Notice
16. Written Notices Of Rights, Denial Or Termination Of Assistance, And Decreases In Benefits Or Services
17. Notices Advising LEP Persons Of Free Language Assistance

The OHA may maintain that the categories of vital documents are too exhaustive to list in their entirety. Nevertheless, the above threshold documents are of such importance that they should be explicitly acknowledged in the plan itself. A clear designation of said threshold documentation would also serve to guide OHA staff and would help minimize the risk of arbitrary decision-making with regard to written translations.

In conjunction with these comments, we would also like to request additional information from the OHA regarding those vital documents already identified in its proposed plan. Specifically, we would like to know whether the OHA has any corresponding, non-

English language templates for these documents and also the respective languages in which said templates are written. We would also like to know whether OHA staff is aware of the existence of these templates.

Notification of LEP Rights

The OHA has identified certain measures that it will take to disseminate information regarding LEP persons' rights to interpretation and translations services, specifying that it will provide notification on its website and in offices stating that interpretation services are available, in addition to including such notifications in outreach materials.

While the above measures constitute an important start, the OHA should implement additional notification efforts so that the public is better informed as to available language services. Signs informing the public of the availability of language services should be prominently displayed in all OHA offices, project buildings, and in all other places where OHA staff may interface with the public. Additionally, the OHA should provide written notification of *both* oral interpretation and written translation services to individual program applicants and participants at key points in their interactions with the OHA, including, but not limited to, the following:

1. During the program application and interview process
2. At voucher issuance debriefings
3. At Interim and Annual Recertifications/ Reexaminations
4. In conjunction with and prior to any proposed adverse action- e.g. warning meetings, proposed denial of assistance, proposed program termination
5. During the voucher transfer / move with continued assistance
6. At housing quality standards inspections

In the above circumstances, it is critically important that the notifications specify that written translation of vital documents is available. Without this explicit notification, qualifying LEP individuals who are otherwise entitled to this service will not effectively know that they can avail themselves of this option.

Policy Implementation Measures

The OHA should strive to swiftly and effectively implement the measures incorporated the finalized Language Assistance Plan and ensure that there are no serious gaps in the OHAs' delivery of these vital language access services. Any disconnect between the OHA's written policies and what the OHA does in practice should be avoided. As an illustrative example of a current disconnect, the proposed plan identifies Mandarin as a language in which it provides service. However, no language prompt in Mandarin currently exists as part of OHA's automated phone system prompts.

Additionally, it is of critical importance to develop a tracking system in order to gauge plan's effectiveness. The tracking system should record all requests for translation assistance and interpreter services, including each language service request and the specific languages requested; the frequency of such requests; the OHA's responses to such requests; complaints against the OHA regarding language services; and the OHA's responses to language access complaints and its efforts to resolve them. Moreover, the OHA should designate a point person or a committee of OHA staff persons to coordinate these efforts as this is essential for ensuring that the plan has practical effect and utility. We also highly recommend assessing the effectiveness of the plan, based on the most current data and tracking information, at the six-month mark from the date in which the proposed plan is officially adopted.

Furthermore, the OHA should implement a training and testing system to ensure that designated staff is correctly interpreting for clients. For example, interpreters should be trained regarding issues such as neutrality, directly translating words rather than summarizing, et cetera. Moreover, the OHA should adopt testing protocols to ensure that designated staff interpreters possess the requisite skills as well as the level of language fluency necessary to execute these tasks.

Lastly, the OHA should hold trainings for all staff members who interact with the public on this new language access plan within two (2) months of the plan's implementation.

BayLegal would welcome the opportunity to discuss our comments further as the plan revision process unfolds. We thank you for your time and consideration.

Sincerely,

Jesús Muñoz
Staff Attorney
Bay Area Legal Aid

Oakland Housing Authority

1540 Webster Street ● Leased Housing Briefing Room ● 1st Floor ● Oakland, CA ● 94612

Resident Advisory Board Meeting Agenda
Wednesday, February 13, 2019
5:00 p.m. – 7:00 p.m.

Time	Agenda Item	Owner
5:00 p.m.	1. Call to Order • Roll Call • Approval of Agenda	Chairperson
5:10 p.m.	2. Announcements • Community Announcements • Commissioner Announcements • OHA Announcements	Chairperson
5:20 p.m.	3. Public Comments	Chairperson
5:30 p.m.	4. Western Services Presentation	Western Services
6:00 p.m.	5. OHA FY 2019 – 2020 MTW Annual Plan Presentation	Dominica Henderson, PIC Director
6:30 p.m.	6. New Business • RAB Membership Committee	Members
6:50 p.m.	7. Committee Updates • RAB Agenda/Meeting Structure Committee • Community Projects Committee	Committee Chairs
7:00 p.m.	8. Adjourn	Members

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

1540 Webster Street ● Leased Housing Briefing Room ● 1st Floor ● Oakland, CA ● 94612

Oakland Housing Authority

Resident Advisory Board Meeting Agenda
Wednesday March 13, 2019
5:00 p.m. – 7:00 p.m.

Time	Agenda Item	Owner
5:00 p.m.	1. Call to Order • Roll Call • Approval of Agenda	Chairperson
5:10 p.m.	2. Announcements • Community Announcements • Commissioner Announcements • OHA Announcements	Chairperson
5:20 p.m.	3. Public Comments	Chairperson
5:30 p.m.	4. OHA FY 2019 – MTW Annual Plan - Follow up	Dominica Henderson, PIC Director
6:35 p.m.	5. New Business • RAB Retreat • Community Garden • Community Projects	**Sharon Montgomery** **London Outlaw** **Bill Meyers**
7:00 p.m.	6. Adjourn	Members

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

Questions and Comments from the RAB meeting on February 13, 2019 were lost due to a technical issue in recording the meeting.

Comments below are from the RAB meeting held on March 13, 2019.

RAB Members in Attendance: Lawana Evans, Danielle Mackey, , Barbara Montgomery, Sharon Montgomery, Bettye Lou Wright, Jessifer Johnson, London Outlaw

Staff Members in Attendance: Hanan Albabtain, Lenita Wheeler, Eric Johnson, Andres Manriquez, Omar Ronquillo, Annabel Scythrop, Julie Christiansen, Patricia Wells, Luther Dupree, David Kiddoo, Clint Loftman

Welcome, Introductions, and Roll Call

- **OHA FY 2020 MTW Annual Plan Follow-up Presentation**
    - Julie Christiansen presented the MTW Annual Plan for FY2020 to address any questions and comments and any changes or modifications made since last month. A couple of highlights of the Plan are:
        1. The Plan outlines our housing stock, programs at OHA, and the MTW activities which have been approved by HUD and the timeline for public comment, publication and submission to HUD.
        2. The Plan describes projected families served which should be the same as if OHA was not an MTW agency. It includes families in the public housing units, Section 8 voucher holders, PBV assisted families, and other families served through local non-traditional programs.
        3. Some strategies to address challenges faced by OHA are:
            - Landlord incentives to increase utilization and Automatic Rent increases. Geospatial analysis in partnership with census data and voucher locations are being used to determine percentage increases for rents.
            - Over the last several years, much effort has been put into increasing the project-based vouchers in the pipeline through multiple methods: Requests for Proposals, development, conditional awards to existing project, awards to projects approved through the City of Oakland's NOFA process.
            - Increase partnerships within local programs like Building Bridges
            - Use a data driven approach to analyze education initiative and incorporate lessons learned into a program re-design. The program has seen successes at Parker and West Oakland Middle and we may expand to include older students.
            - Abatement Relief Fund to assist residents that are forced to move due to failed HQS inspections
            - OHAPD plans a citizen policy academy and volunteers in police services (VIPS) to foster community involvement and knowledge
            - Administrative improvements to our business systems, additional software products to allow better analysis of our data and infrastructure upgrades to administrative offices at 1619 Harrison

- Evaluation of some MTW activities that have been on-going for awhile
- Adding efficiency learned from MTW activities and other agencies to make biennial re-certifications the default except for fixed income families.

4. Comments received during public comment period which ended March 8, 2019:
    - Bay Area Legal Aid (BALA) commented on our Language Assistance Plan (LAP) and policies to help LEP households
    - We recently developed a standardized LAP for all programs and in the process of implementing some of the enhancements developed by reviewing best practices
    - BALA's comments centered on 4 components: Identifying Individuals who may require assistance, written translation of Vital documents, Notification of LEP rights, Implementation measures
    - OHA will review all the comments and suggestions and take them into consideration as we continue implementation
5. Modifications and Clarifications to the Plan:
    - Change to activity 17-01 to allow landlords up to 90 days to find a tenant after a pre-qualifying inspection
    - RAD: add Mandela Gateway, a Significant Amendment and note activities that will apply to RAD households
    - Plans to open the HCV waitlist
    - Expand local programs through local government agency partnerships
    - Update MTW vouchers to 12,966 because of a conversion of a 92 unit site adding 92 vouchers

Question: I would like to know about the landlord rent increase annually. What percentage will it be? How much time does a landlord have to come up to code? Would the tenant be in the unit or do they have to be out?

Response: In terms the automatic rent increase we have not decided on a percentage yet because we are still doing analysis. of all the different census areas in Oakland where the vouchers are, what the rents are in those areas, what we're charging. Stephanie Hawk who works on our team is working very closely with Teela Carpenter in Leased Housing to come up with what the strategy is going to be. Right now we are in the analysis phase but we haven't come up with what percentage or what formula we're going to be using to come up with those automatic rent increases yet. Your second question had to do with landlords bringing a unit up to code. Does that have to do with if they're being abated? I think when a unit goes into abatement they have 60 days unless it's a life threatening or emergency type situation but I know Michelle from Leased Housing is here and can speak to that much better than I can. I'll let her answer that more detail.

So the first thing just to clarify, the housing authority inspects by housing quality standards which may not in fact be Oakland housing code. It is a standard that was provided to us by HUD. Let's say we went out on the 1st of March, and will go back 30

days later. If the owner hasn't made the repairs we put them on notice that we're going to abate their HAP payment 30 days after that. So you're right that it is about 60 days before abatement if the repairs are not made at that time then we look in a move to cancel the contract and give the tenant a voucher to go look for another unit. So you're talking about somewhere between 60 and 90 days.

APPENDIX F

Evidence of a Public Process

Oakland Housing Authority

Announcement and Notice of Public Hearing

The Oakland Housing Authority (OHA) will publish the draft Fiscal Year (FY) 2020 Moving to Work (MTW) Annual Plan. OHA will hold a public hearing on **February 11, 2019 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

Public Hearing Date: Monday, February 11, 2019
Time: 6:00 PM
Location: Commissioner's Room, 1619 Harrison Street, Oakland, CA 94612
Telephone: (510) 874-1512 or (510) 874-1517

In addition, written comments will be accepted through 4:30 PM on Friday, March 8, 2019. Written comments should be addressed to Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612, or may be submitted by email to MTW@oakha.org.

OHA's FY 2020 MTW Annual Plan is intended to provide information on OHA's programs and policies, including both approved and proposed MTW activities, operating budgets and capital investment plans.

Copies of the draft Plan can be accessed on the Reports & Policies section of the Oakland Housing Authority's website at www.oakha.org or by calling (510) 874-1512.

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

所有辦公地點都會免費提供151種的外語翻譯服務。

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

Chuong trinh thông dịch đầy đủ cho toí 151 tiêng nói miên phí cho qúy vị đang có tại nhiêu văn phòng gần đây.

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

Legal Advertising and Public

Oakland Housing Authority

Announcement and Notice of Public Hearing

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TDD number (510) 832-0633.

OT #6286888; Feb. 1, 2019

WHEN YOU GOTTA FIND IT NOW CHECK THE CLASSIFIEDS | WHEN YOU GOTTA FIND IT NOW CHECK THE CLASSIFIEDS | WHEN YOU GOTTA FIND IT NOW CHECK THE CLASSIFIEDS | WHEN YOU GOTTA FIND IT NOW CHECK THE CLASSIFIEDS

APPENDIX G

Language Assistance Plan (LAP) for Limited English Proficiency (LEP) Persons

Introduction

The Oakland Housing Authority (OHA) is committed to providing equal opportunity housing in a non-discriminatory manner, and in complying fully with all Federal, State and local nondiscrimination laws and with the rules and regulations governing Fair Housing and Equal Opportunity in housing and employment. OHA also complies with the Executive Order 13166 and Final Guidance to Federal Assistance Recipients Regarding Title VI Prohibition against National Origin Discrimination Affecting Limited English Proficient (LEP) Persons, published January 22, 2007, in the Federal Register.

The purpose of the LAP is to identify how OHA will ensure its methods of administering its programs will not have a discriminatory effect on self-identified LEP persons and to ensure within reason that LEP persons have full access to OHA programs and services. The LAP also describes the method OHA will undertake to ensure the provision of meaningful access through language services to LEP persons. In addition to a four factor analysis, this plan will discuss:

1. Identifying LEP individuals who need language assistance services
2. Language Assistance Measures
3. Effective noticing and outreach methods to reach the LEP community
4. Staff training
5. Determining vital documents
6. Monitoring and updating the LAP

Who is LEP?

Anyone whose primary language is not English and has a limited ability to read, write, speak or understand English may be LEP. OHA will not identify anyone as LEP; the beneficiaries of the services and activities must identify themselves as LEP (Federal Register Vol. 72, No. 13, January 22, 2007).

Four Factor Analysis

Based on HUD guidance, OHA conducted a four factor analysis of its jurisdiction using Census and local data to determine the extent of its obligations to provide language access to LEP persons. The four factor analysis is based on the following factors:

Factor 1: The number or proportion of LEP persons served or encountered in the eligible service population ("served or encountered" includes those persons who would be served or encountered by the recipient if the persons were afforded adequate education and outreach)

Factor 2: The frequency with which LEP persons come into contact with the program

Recipients should assess, as accurately as possible, the frequency with which they have or should have contact with an LEP individual from different language groups seeking assistance. The more frequent the contact with a particular language group, the more likely the need for enhanced language services in that language. The steps that are reasonable for a recipient that

serves an LEP person on a one-time basis will be very different than those expected from a recipient that serves LEP persons daily. It is also advisable to consider the frequency of different types of language contacts.

Factor 3: Analyze the importance of contact

"The more important the activity, information, service, or program, or the greater the possible consequences of the contact to the LEP persons, the more likely the need for language services. The obligations to communicate rights to a person who is being evicted differ, for example, from those to provide recreational programming. A recipient needs to determine whether denial or delay of access to services or information could have serious or even life-threatening implications for the LEP individual. Decisions by HUD, another federal, state, or local entity, or the recipient to make a specific activity compulsory in order to participate in the program, such as filling out particular forms, participating in administrative hearings, or other activities, can serve as strong evidence of the program's importance."

Factor 4: Identify the resources available to the grantee/recipient and the costs

"A recipient's level of resources and the costs that would be imposed on it may have an impact on the nature of the steps it should take. Smaller recipients with more limited budgets are not expected to provide the same level of language services as larger recipients with larger budgets. In addition, "reasonable steps" may cease to be reasonable where the costs imposed substantially exceed the benefits. Recipients should carefully explore the most cost-effective means of delivering competent and accurate language services before limiting services due to resource concerns."

Element 1: Identifying LEP individuals who need language assistance services

According to HUD guidance, "One factor in determining what language services recipients should provide is the number or proportion of LEP persons from a particular language group served or encountered in the eligible service population. The greater the number or proportion of these LEP persons, the more likely language services are needed. Ordinarily, persons 'eligible to be served, or likely to be directly affected, by' a recipient's program or activity are those who are served or encountered in the eligible service population." Meeting the following HUD suggested thresholds will be considered strong evidence of compliance with the OHA's written-translation obligations:

Table 1: Suggested Safe Harbors for Written Translation*	
Threshold	**Written Translation**
1,000 or more in the eligible population in the market area or among current beneficiaries	Vital Documents
More than 5% of the eligible population or beneficiaries **and** more than 50 in number	Vital Documents
More than 5% of the eligible population or beneficiaries **and** 50 or less in number	Translated written notice of right to receive free oral interpretation of documents
5% or less of the eligible population or beneficiaries **and** less than 1,000 in number	None required.
Source: Federal Register / Vol. 72, No. 13 / Monday, January 22, 2007 / Notices	

Based on the safe-harbor thresholds described in Table 1:

Table 2: Limited English Proficiency Languages			
	(Oakland, CA CDBG, HOME, ESG) Jurisdiction		
Limited English Proficiency (LEP) Language			
#1 LEP Language	Spanish	41,928	11.30%
#2 LEP Language	Chinese	19,815	5.34%
#3 LEP Language	Vietnamese	4,170	1.12%
#4 LEP Language	Tagalog	2,097	0.56%
#5 LEP Language	Other Asian Language	1,587	0.43%
#6 LEP Language	African	1,533	0.41%
#7 LEP Language	Cambodian	1,269	0.34%
#8 LEP Language	Arabic	1,011	0.27%

Staff maintains a log of interactions with LEP persons monthly. The data collected for January through February 2017 notes:

Incoming Requests for LEP Assistance	
Cantonese	96
Spanish	55
Vietnamese	21
Mandarin	17

While there are 8 languages in the population that meet or exceed suggested thresholds identified by HUD as safe harbor, there is limited contact with LEP persons in groups other than Spanish, Chinese, and Vietnamese. Additionally, the frequency of contact with Chinese speakers is significant for the Cantonese and Mandarin dialects. As such, for the purposes of the LAP, Spanish, Cantonese, Mandarin, and Vietnamese will be considered the primary LEP languages into which OHA will provide access to oral interpretation through staff and written translation. OHA will provide the widest array of translation and interpretation services to LEP persons in the primary LEP languages while balancing the costs and resources available to the agency. OHA also will provide assistance in other languages through contracted interpretation services as discussed in Element 2.

An analysis to identify changes in the LEP population for the jurisdiction will be conducted as new data becomes available.

Element 2: Language Assistance Measures

OHA will provide multiple methods of assistance to LEP persons to ensure equitable access to OHA programs.

1) Oral interpretation assistance for LEP persons, as needed and requested
    a. Automated telephone menu option translations in primary LEP languages
    b. Multilingual staff to provide oral interpretation assistance in the four primary languages identified by the four factor analysis
    c. Contracted interpretation services to offer interpretation assistance in at least 150 languages
    d. "I Speak" cards
2) Written translation services
    a. Vital documents in each of the primary LEP languages
    b. Some identified non-vital documents

Oral Interpretation

Callers to the Authority's automated phone system will be presented with menu options in English, Mandarin, Cantonese, Spanish and Vietnamese. Answers to FAQs will be provided via the automated phone system, as well as instructions on how to receive further assistance with oral interpretation. The Authority will utilize "I speak" flash cards to identify the language spoken by walk-in LEP clients. Once identified, OHA will utilize certified bilingual employees or a telephone interpretation service to assist walk-in clients. The use of a telephone interpretation service will enable the Authority to provide assistance to walk-in clients in over 150 languages.

Where reasonable, oral interpretation is available in the following instances if requested by LEP clients prior to their appointment:

- Intake and Interview Process
- Applicant Review
- Voucher Briefing
- Participant Counseling Sessions
- Participant Hearings
- Annual and Interim Re-examinations
- Housing Quality Standards Inspections

Where reasonable, oral interpretation is available for the following voluntary activities if requested by LEP clients prior to the activity:

- Family Self-sufficiency (FSS) Briefing
- Homeownership Briefing
- Resident Advisory Board Meetings
- Board of Commissioner's Meetings

OHA maintains a list of bilingual staff to assist LEP clients. Bilingual staff who will provide interpretation must either be certified by passing a required test, which will be facilitated by OHA's Human Resources Department. If a bilingual staff person is not available the Authority will utilize a contracted telephone interpretation service.

OHA discourages LEP persons from enlisting the services of family members or other informal interpreters. OHA staff will always rely on the assistance of staff or contracted interpretation services vendors to provide oral interpretation services. In the case where an LEP program participant refuses OHA's free language assistance services, staff will document the offer and the rejection in the electronic notes.

Written Translation
Written translation is the replacement of a written text from one language into an equivalent written text in another language. OHA will provide written translation of vital documents into primary LEP languages. OHA may also provide written translation of some non-vital documents based on an assessment of the content and audience of the information provided.

Oral interpretation services will be used for any non-vital document that has not been translated.

All housing related programs are considered vital to participants and the public. Other programs not directly related to housing or that may affect someone's right to housing are considered non-vital. While the accessibility to non-vital programs is important, it is not subject to the same standards as housing programs. Examples of OHA programs that are considered non-vital include:

- Section 3
- Human Resources
- Procurement
- Community Outreach

LEP assistance in accessing these programs may be offered through the use of bilingual employees and cost effective written translation programs available through OHA's website. Notice of these services will be provided on the OHA website.

Element 3: Determining Vital Documents

HUD has defined "vital documents" to be those documents that are critical for ensuring meaningful access or awareness of rights or services, by beneficiaries or potential beneficiaries generally and LEP persons specifically. The Executive Director or his designee will identify vital documents for program applicants and participants and ensure translation of these documents into the languages identified in the four factor analysis. The list of vital documents will be maintained by the Executive Office and revised as business needs change. OHA will accept recommendations on the need to translate certain documents during the public comment period of the MTW Annual Plan.

Approved vendors will be utilized for written translation services. Where possible, certified bilingual staff will be used to review translated documents for accuracy and OHA may use the HUD-approved version of translated documents.

A sampling of OHA identified vital documents is as follows but this list is not exhaustive and OHA expects the list to change over time as program operations evolve:

1) Site –based Wait List Opening Notices, pre-applications, and applications
2) Eligibility intake forms
3) Briefing packet materials
4) Lease and house rule materials
5) Consent and Complaint forms
6) Written notices regarding Rights, Hearing and Denial or Termination of services
7) FSS Contract and Outreach Materials
8) Required Homeownership Forms and Materials
9) FAQs
10) Reasonable Accommodation Request Forms and Information
11) Annual and Interim Recertification Packets

While OHA will provide written translation of vital documents, the English form will serve as the official record for the participant file.

Element 4: Effective Noticing and Outreach Methods to Reach the LEP Community

OHA will use various communication strategies to provide notice of the LAP and the oral interpretation and written translation services that are available free of charge. In addition to posting the LAP on the OHA website and in the MTW Annual Plan, OHA will place multilingual signs or posters in common areas and offices to inform the public that OHA provides free interpretation services. Similar notices will also be placed in outreach materials published for OHA's housing assistance programs..

Significant outreach efforts, such as the opening of any of the Authority's wait lists may include notices in newspapers in languages that serve non-English speaking populations and also on non-English language radio and television outlets. OHA will also notify and, where possible, work with local libraries, schools, community and faith-based organizations that work with LEP groups in any outreach efforts.

A "tag line" notice will be included on the website home page, community and public notices, and other identified correspondence from OHA advising clients that free interpretive services are available. The tag lines will also provide information on how to access these services.

Element 5: Staff Training

All staff that frequently interacts with the public will be provided a copy of the LAP. Specific training will be tailored to the job responsibilities of staff and frequency of contact with applicants and residents. Trainings may include:

- An in-depth discussion of the LAP,
- Types of services available to LEP persons,
- How to respond to LEP callers,
- How to respond to LEP clients who contact the Authority in-person,
- How to respond to written communications from LEP clients,
- How to use the "I speak" cards,
- How to access contracted vendor translation services,
- Identifying and accessing certified bilingual staff,
- Location of translated documents, and
- How to document language assistance services offered and provided to LEP persons.

Certified bilingual staff will receive additional training that will address:

- Adhering to the role of interpreter without deviating into a role as counselor, legal advisor, or others.
- Acquiring specialized knowledge of programs and services
- Maintaining confidentiality when translating

Certified bilingual staff may also receive further training in translation skills.

Element 6: Monitoring and Updating the LAP

The LAP is monitored regularly and may be modified at least annually during the MTW Annual Plan process. Modifications to the LAP will be based on:

- New or updates Census data
- Changes in language demographics and LEP households that meet the safe harbor thresholds
- Frequency of encounters and other data regularly reported
- Compliance with federal policy
- Compliance with MTW statutory requirements
- Current and anticipated client needs
- Availability and necessity of resources

APPENDIX H

Alameda County Income Limits for 2019-2020 and Fair Market Rents

FY 2019 Fair Market Rent Documentation System

Final FY 2019 FMRs By Unit Bedrooms				
Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
$1,409	$1,706	$2,126	$2,925	$3,587

The FY 2019 Fair Market Rents for Oakland-Fremont, CA HUD Metro FMR Area are based on the results of a local rent survey.

HUD Home Page | HUD User Home | Data Sets | Fair Market Rents | Section 8 Income Limits | FMR/IL Summary System | Multifamily Tax Subsidy Project (MTSP) Income Limits | HUD LIHTC Database |

Alameda County, California										
Income Limit Area	Median Family Income	Income Limit Category	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Oakland-Fremont, CA Hud Metro FMR Area	$111,700	Very Low (50%) Income Limits	$43,400	$49,600	$55,800	***$61,950***	$66,950	$71,900	$76,850	$81,800
		Extremely Low Income Limits ($)*	$26,050	$29,750	$33,450	***$37,150***	$40,150	$43,100	$46,100	$49,050
		Low (80%) Income Limits	$69,000	$78,850	$88,700	***$98,550***	$106,450	$114,350	$122,250	$130,100

APPENDIX I

Flat Rent Policy for Public Housing

Oakland Housing Authority

Schedule of Flat Rents
(Section 6-III.E. and Section 9.I.D. of the Admissions and Continued Occupancy Policy)

Households that participate in the Public Housing program have the option of paying a flat rent or an income-based rent. The flat rent is a standardized monthly rent based on the size of the unit leased. There is no utility allowance or reimbursement calculated when a family elects to pay the flat rent.

OHA will offer families the choice between a flat rent and an income-based rent at each regularly scheduled reexamination. This policy does not apply to families in the Housing Choice Voucher/Section 8 program or Project Based Voucher Program.

Effective Date: March 31, 2019	
Public Housing Flat Rent	
Efficiency	$1,127
One Bedroom	$1,365
Two Bedroom	$1,701
Three Bedroom	$2,340
Four Bedroom	$2,870
Five Bedroom	$3,300

If an existing tenant is on flat rent, and his/her rental payment would be increased by more than 35% as result of the updated flat rent, the increase must be phased-in such that a family would not experience an increase in the rental payment of more than 35% in any one year. The only flat rent increases that may be phased-in are those where a family's rent will increase by more than 35%. If the new flat rent amount would not increase a family's rental payment by more than 35%, the family may choose to pay either the 2019 flat rent or the calculated income-based rent.

Flat rent will be adjusted for the utility allowance determined for the unit.

OHA will comply with the requirements to make a regular flat rent offer based on a resident's recertification schedule and will provide all households with sufficient information to make an informed choice.

APPENDIX J

Smoke Free Public Housing Policy

Oakland Housing Authority

Smoke-Free Public Housing Policy*
(Section 13.III.B. of the Admissions and Continued Occupancy Policy)

Beginning on July 1, 2018, the use of prohibited tobacco products such as items involving the ignition and burning of tobacco leaves including (but not limited to) cigarettes, cigars, e-cigarettes, e-cigars, e-hookahs, Electronic Nicotine Delivery Systems (ENDS), hookahs, personal vaporizers, pipes, vaping devices, vape pens, and water pipes is prohibited in restricted areas.

Restricted areas are defined as:

- public housing dwelling units at Adel Court, Campbell Village, Harrison Towers, Lockwood Gardens, Oak Grove North, Oak Grove South, Palo Vista Gardens, and Peralta Villa,
- public housing administrative office buildings,
- public housing community rooms or community facilities,
- public housing day care centers and laundry rooms, and
- all outdoor areas up to 25 feet from the buildings or units for which this policy is applicable.

Failure to adhere to nonsmoking and smoke-free restrictions or failure to ensure household members, visitors, guests, or any other person under the tenant's control abide by the policy will be considered a violation of the Tenant Lease and could be cause for termination of tenancy. Additionally, failure to enforce any part of the Smoke-Free Policy does not negate the right to enforce it in the future.

The Oakland Housing Authority (OHA) may elect to allow smoking on the grounds in a designated smoking area (DSA). DSAs must be outside of any restricted areas as defined by the policy. Prior to establishing any DSAs, (OHA) will notify residents and may consider public comments from households that live on the proposed site.

*Final implementation of this policy may be modified or withdrawn pending the outcome and effective date of HUD FR 5597-F-03.

APPENDIX K

Significant Amendment (Attachment 1D)

Rental Assistance Demonstration (RAD) Significant Amendment

OHA is amending its annual MTW Plan because it is an applicant in the Rental Assistance Demonstration (RAD). If the application is successful OHA will be converting to Project Based Vouchers under the guidelines of PIH Notice 2012-32, REV-2, REV-3 and any successor Notices.

Upon conversion to Project Based Vouchers the Authority will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2 and 3; and PIH Notice 2016-17; These resident rights, participation, waiting list and grievance procedures are appended to this Attachment. Additionally, OHA certifies that it is currently compliant with all fair housing and civil rights requirements.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing OHA with access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, the Authority's Capital Fund Budget will be reduced by the pro rata share of public housing developments converted as part of the Demonstration, and that OHA may also borrow funds to address their capital needs.

OHA is not currently under a voluntary compliance agreement, consent order or consent decree or final judicial ruling or administrative ruling or decision.

RAD conversions described in the Plan comply with all applicable site selection and neighborhood review standards and all appropriate procedures will be followed.

Below, please find specific information related to the public housing development(s) planed for RAD:

Development #1: Linden Court

Development Name Linden Court	**PIC Number** CA003000115	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 38 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund Attributable to project** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
Two Bedroom	4	4	N/A
Three Bedroom	28	28	N/A

Five Bedroom	6	6	N/A

Development # 2: Chestnut Court

Development Name Chestnut Court	**PIC Number** CA003000118	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 45 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
Two Bedroom	13	13	N/A
Three Bedroom	24	24	N/A
Four Bedroom	8	8	N/A
Post Conversion Sponsor:	No change		

Development # 3: Lion Creek Crossing Phase 1&2

Development Name Lion Creek Crossing Phase 1 & 2	**PIC Number** CA003000119	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 99 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
One Bedroom	12	12	N/A
Two Bedroom	14	14	N/A
Three Bedroom	55	55	N/A
Four Bedroom	9	9	N/A
Five Bedroom	9	9	N/A
Post Conversion Sponsor:	No change		

Development # 4: Lion Creek Crossing Phase 3

Development Name Lion Creek Crossing Phase 3	**PIC Number** CA003000123	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 37 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
Three Bedroom	28	28	N/A
Four Bedroom	9	9	N/A
Post Conversion Sponsor:	No change		

Development # 5: Lion Creek Crossing Phase 4

Development Name Lion Creek Crossing Phase 4	**PIC Number** CA003000124	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 21 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
Two Bedroom	1	1	N/A
Three Bedroom	20	20	N/A
Post Conversion Sponsor:	No change		

Development # 6: Foothill Family

Development Name Foothill Family	**PIC Number** CA003000120	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 21 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of**

			Assistance, Unit Reconfiguration:
Two Bedroom	2	2	N/A
Three Bedroom	19	19	N/A
Post Conversion Sponsor:	No change		

Development # 7: Mandela Gateway

Development Name Mandela Gateway	**PIC Number** CA003000117	**Conversion Type** PBV	**Transfer of Assistance**
Unit Count: 46 Units	**Unit Type – Pre RAD:** Family Housing	**Unit Type –Post RAD:** Family Housing	**Capital Fund:** Rent bundling
Bedroom Types:	**# Units Pre Conv.:**	**# Units Post Conv.:**	**Change in # Units and why (De Minimus Reduction, Transfer of Assistance, Unit Reconfiguration:**
Two Bedroom	17	17	N/A
Three Bedroom	19	19	N/A
Four Bedroom	10	10	
Post Conversion Sponsor:	No change		

In 2018, OHA had $429,013 in capital funds allocated to the seven proposed RAD sites. OHA plans to do 'rent bundling' where we take the operating and capital funds for all of the properties and re-distribute them to the properties based on need and other factors.

Transfer of Waiting Lists

Because these properties are all fully occupied and no relocation/major rehabilitation will be required in conjunction with the RAD conversion, no new waiting lists will be established. The owner or property manager will continue to manage and maintain the existing site-based waiting list, including any OHA approved selection preferences, in accordance with OHA's Housing Choice Voucher program Administrative Plan. When it is determined that the waitlist needs to be opened, OHA will advertise the opening in accordance with its policies as specified in the Admin Plan.

Changes in Policies that Govern eligibility, admissions, resident selection and occupancy of units

When conversion is completed for the developments noted above, all former public housing residents will have project based vouchers (PBV) and their continued eligibility will be based on the Housing Choice Voucher guidelines and requirements currently in use at OHA.

1. **Admission:** Each site uses a site-based waitlist for all applicants and this will not change. As each development is converted, the existing site-based waitlist will remain in place.

When applicants are pulled from the waitlist to fill vacancies, they will be offered PBV assistance and proceed through the eligibility process. Property management will screen new applicants for criminal history, landlord references, debts owed to HUD programs and income/family eligibility as specified in the Admin Plan.

2. **Occupancy of Units:** As noted above, applications for units will be screened by the Eligibility team. Once a client has been screened and accepted, their file will be referred to the development where the client is eligible for housing if there is a vacancy.

3. **Annual Inspections/Re-certifications**: The existing property management will conduct inspections for all units and perform re-certifications for residents per the schedule based on MTW Activity #14-01.

4. **Resident Rights:** Converted developments will be managed in accordance with state law. In reference to their Project Based Voucher, they will receive the same rights and obligations as any other Housing Choice Voucher participant, including termination of assistance criteria and hearings.

Resident Rights, Participation, Waiting List and Grievance Procedures If converting to PBV:

PIH Notice 2012-32 REV-3

1.6 C-PBV Resident Rights and Participation

1. **No Re-screening of Tenants upon Conversion**. Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, 24 CFR § 982.201, concerning eligibility and targeting, will not apply for current households. Once that remaining household moves out the unit must be leased to an eligible family. MTW agencies may not alter this requirement.

2. **Right to Return.** Any resident that may need to be temporarily relocated to facilitate rehabilitation or construction has a right to return to an assisted unit at the Covered Project once the rehab or construction is completed. See section 1.4-A 5(ii) and the RAD Fair Housing , Civil rights and Relocation Notice regarding a resident's right to return.

3. **Renewal of Lease.** Since publication of the PIH Notice 2012-32, REV-1 the regulations under 24 CFR § 983.257(b)(3) have been amended requiring Project Owners to renew all leases upon lease expiration, unless cause exists. MTW agencies may not alter this requirement.

4. **Phase-in of Tenant Rent Increases**. If a tenant's monthly rent increases by more than the greater of 10 percent or $25 purely as a result of conversion, the rent increase will be phased in over 3 or 5 years. To implement this provision, HUD is specifying alternative requirements for section 3(a)(1) of the Act, as well as 24 CFR § 983.3 (definition of "total tenant payment" (TTP)) to the extent necessary to allow for the phase-in of tenant rent increases. A PHA must create a policy setting the length of the phase in period at three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three year phase in for smaller increases in rent and a five year phase-in for larger increases in rent. This policy must be in place at conversion and may not be modified after conversion.

The method described below explains the set percentage-based phase-in a Project Owner must follow according to the phase-in period established. For purposes of this section "standard TTP" refers to the TTP calculated in accordance with regulations at 24 CFR §5.628 and the "most recently paid TTP" refers to the TTP recorded on line 9j of the family's most recent HUD Form 50058. If a family in a project converting from public housing to PBV was paying a flat rent immediately prior to conversion, the PHA should use the flat rent amount to calculate the phase-in amount for Year 1, as illustrated below.

Three Year Phase-in:
Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 33% of difference between most recently paid TTP or flat rent and the standard TTP
Year 2: Year 2 Annual Recertification (AR) and any Interim Re-certification (IR) prior to Year 3 AR – 66% of difference between most recently paid TTP and the standard TTP
Year 3: Year 3 AR and all subsequent re-certifications

Full standard TTP Five Year Phase in:
Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 20% of difference between most recently paid TTP or flat rent and the standard TTP
Year 2: Year 2 AR and any IR prior to Year 3 AR – 40% of difference between most recently paid TTP and the standard TTP
Year 3: Year 3 AR and any IR prior to Year 4 AR – 60% of difference between most recently paid TTP and the standard TTP
Year 4: Year 4 AR and any IR prior to Year 5 AR – 80% of difference between most recently paid TTP and the standard TTP
Year 5: AR and all subsequent recertifications – Full standard TTP

5. **Family Self Sufficiency (FSS) and Resident Opportunities and Self Sufficiency Service Coordinator (ROSS-SC) programs:** Families at the Covered Projects that currently participate in the FSS or ROSS programs will be able to continue to participate. After conversion, families that are interested in participating in these programs may contact the Family and Community Partnerships department for information on applying.
6. **Resident Participation and Funding.** In accordance with Attachment 1B, residents of Covered Projects with converted PBV assistance will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment and be eligible for resident participation funding.

7. **Resident Procedural Rights.** The following items must be incorporated into both the Administrative Plan and the Project Owner's lease, which includes the required tenancy addendum, as appropriate. Evidence of such incorporation may be requested by HUD for purposes of monitoring the program.

i. Termination Notification. HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects that convert assistance under RAD. In addition to the regulations at 24 CFR § 983.257 related to Project Owner termination of tenancy and eviction (which MTW agencies may not alter) the termination procedure for RAD conversions to PBV will require that PHAs provide adequate written notice of termination of the lease which shall not be less than:

a. A reasonable period of time, but not to exceed 30 days:

i. If the health or safety of other tenants, OHA (or its agent) employees, or persons residing in the immediate vicinity of the premises is threatened; or ii. In the event of any drug-related or violent criminal activity or any felony conviction;

b. 14 days in the case of nonpayment of rent; and

c. 30 days in any other case, except that if a State or local law provides for a shorter period of time, such shorter period shall apply.

ii. Grievance Process (OHA uses the term Hearing instead of Grievance). Pursuant to requirements in the RAD Statute, HUD is establishing additional procedural rights to comply with section 6 of the Act. For issues related to tenancy and termination of assistance, PBV program rules require the Project Owner to provide an opportunity for an informal hearing, as outlined in 24 CFR § 982.555. RAD will specify alternative requirements for 24 CFR § 982.555(b) in part, which outlines when informal hearings are not required, to require that:

a. In addition to reasons that require an opportunity for an informal hearing given in 24 CFR § 982.555(a)(1)(i)-(vi), an opportunity for an informal hearing must be given to residents for any dispute that a resident may have with respect to a Project Owner action in accordance with the individual's lease or the contract administrator in accordance with RAD PBV requirements that adversely affect the resident's rights, obligations, welfare, or status.

i. For any hearing required under 24 CFR § 982.555(a)(1)(i)-(vi), the contract administrator will perform the hearing, as is the current standard in the program. The hearing officer must be selected in accordance with 24 CFR § 982.555(e)(4)(i).

ii. For any additional hearings required under RAD, the Project Owner will perform the hearing.

b. There is no right to an informal hearing for class grievances or to disputes between residents not involving the Project Owner or contract administrator.

c. The Project Owner gives residents notice of their ability to request an informal hearing as outlined in 24 CFR § 982.555(c)(1) for informal hearings that will address circumstances that fall outside of the scope of 24 CFR § 982.555(a)(1)(i)-(vi).

d. The Project Owner provides opportunity for an informal hearing before an eviction.

Current PBV program rules require that hearing procedures must be outlined in OHA's Administrative Plan.

8. **Earned Income Disregard (EID).** Tenants who are employed and are currently receiving the EID exclusion at the time of conversion will continue to receive the EID after conversion, in accordance with regulations at 24 CFR § 5.617. Upon the expiration of the EID for such families, the rent adjustment shall not be subject to rent phase-in, as described in Section 1.6.C.4; instead, the rent will automatically rise to the appropriate rent level based upon tenant income at that time. Under the Housing Choice Voucher program, the EID exclusion is limited only to persons with disabilities (24 CFR § 5.617(b)). In order to allow all tenants (including non-disabled persons) who are employed and currently receiving the EID at the time of conversion to continue to benefit from this exclusion in the PBV project, the provision in section 5.617(b) limiting EID to disabled persons is waived. The waiver, and resulting alternative requirement, apply only to tenants receiving the EID at the time of conversion. No other tenant (e.g., tenants who at one time received the EID but are not receiving the EID exclusion at the time of conversion e.g., due to loss of employment; tenants that move into the property following conversion, etc.,) is covered by this waiver.

9. **Jobs Plus.** Chestnut Court and Linden Court are included in the Jobs Plus grant program awarded in FY 2015. Any grantees awarded funds or future funds will be able to finish out their Jobs Plus period of performance at these sites.

10. **When Total Tenant Payment Exceeds Gross Rent.** Under normal PBV rules, the PHA may only select an occupied unit to be included under the PBV HAP contract if unit's occupants are eligible for housing assistance payments (24 CFR §983.53(d)). Also, a PHA must remove a unit from the contract when no assistance has been paid for two years (MTW Activity #10-02) because the family's TTP has risen to a level that is equal to or greater than the contract rent, plus any utility allowance, for the unit (i.e., the Gross Rent)) (24 CFR §983.258). Since the rent limitation under this Section of the Notice may often result in a family's TTP equaling or exceeding the gross rent for the unit, for current residents (i.e residents living in the public housing property prior to conversion), HUD is waiving both of these provisions and requiring that the unit for such families be placed on and/or remain under the HAP contract when TTP equals or exceeds than the Gross Rent. Further, HUD is establishing the alternative requirement that the rent to owner for the unit equal the family's TTP until such time that the family is eligible for a housing assistance payment. HUD is waiving as necessary to implement this alternative provision, the provisions of Section 8(o)(13)(H) of the Act and the implementing regulations at 24 CFR 983.301 as modified by Section 1.6.B.5 of this Notice. In such cases, the resident is considered a participant under the program and all of the family obligations and protections under RAD and PBV apply to the resident.

    Likewise, all requirements with respect to the unit, such as compliance with the HQS requirements, apply as long as the unit is under HAP contract. Assistance may subsequently be reinstated if the tenant becomes eligible for assistance. The PHA is required to process these individuals through the Form- 50058 sub-module in PIC.

    Following conversion, 24 CFR §983.53(d) applies, and any new families referred to the RAD PBV project must be initially eligible for a HAP payment at admission to the program, which means their TTP may not exceed the gross rent for the unit at that time.

Further, a PHA must remove a unit from the contract when no assistance has been paid for two years (MTW Activity #10-02). If units are removed from the HAP contract because a new admission's TTP comes to equal or exceed the gross rent for the unit and if the project is fully assisted, HUD is imposing an alternative requirement that the PHA must reinstate the unit after the family has vacated the property; and, if the project is partially assisted, the PHA may substitute a different unit for the unit on the HAP contract in accordance with 24 CFR §983.207 or, where "floating" units have been permitted, Section 1.6.B.10 of this Notice.

11. **Under-Occupied Unit.** If a family is in an under-occupied unit under 24 CFR 983.259 at the time of conversion, the family may remain in this unit until an appropriate-sized unit becomes available in the Covered Project. When an appropriate sized unit becomes available in the Covered Project, the family living in the under occupied unit must move to the appropriate-sized unit within a reasonable period of time, as determined by the administering Voucher Agency. In order to allow the family to remain in the under-occupied unit until an appropriate-sized unit becomes available in the Covered Project, 24 CFR 983.259 is waived. MTW agencies may not modify this requirement.

1.6-D. PBV: Other Miscellaneous Provisions

1. **Access to Records, Including Requests for Information Related to Evaluation of Demonstration.** OHA must agree to any reasonable HUD request for data to support program evaluation, including but not limited to project financial statements, operating data, Choice-Mobility utilization, and rehabilitation work.

2. **Additional Monitoring Requirement.** OHA's Board must approve the operating budget for the Covered Projects annually in accordance with HUD requirements.

3. **Davis-Bacon Act and Section 3 of the Housing and Urban Development Act of 1968 (Section 3).** Comply with 1.4.A.13 and 1.4.A.14 of PIH 2012-32, REV-3.

4. **Establishment of Waiting List.** 24 CFR § 983.251 sets out PBV program requirements related to establishing and maintaining a voucher-wide, PBV program wide, or site-based waiting list from which residents for the affected projects will be admitted. These provisions will apply unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies. OHA shall consider the best means to transition applicants from the current public housing waiting list, including:

i. Transferring an existing site-based waiting list to a new site-based waiting list. If OHA is transferring the assistance to another neighborhood, OHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list. NOTE: Not applicable

ii. Informing applicants on the site-based waiting list on how to apply for a PBV program-wide or HCV program-wide waiting list.

iii. Informing applicants on a public housing community wide waiting list on how to apply for a voucher-wide, PBV program-wide, or site-based waiting list. OHA shall establish a waiting list in accordance with 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. OHA uses site-based waitlists for the conversion sites and all other sites.

In all cases, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing site based waiting list given the number of applicants, PHA resources, and admissions requirements of the projects being converted under RAD. A PHA may consider contacting every applicant on the site-based public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and nonminority groups, through various forms of media (e.g., radio stations, posters, newspapers) within the marketing area; informing local non-profit entities and advocacy groups (e.g., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's public housing site based waiting list who wish to be placed onto the newly-established site-based waiting list must be done so in accordance with the date and time of their original application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted in accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and with the obligation to provide meaningful access for persons with limited English proficiency (LEP).

OHA must maintain any site-based waiting list in accordance with all applicable civil rights and fair housing laws and regulations unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies.
To implement this provision, HUD is specifying alternative requirements for 24 CFR § 983.251(c)(2). However, after the initial waiting list has been established, OHA shall administer its waiting list for the converted project in accordance with 24 CFR § 983.251(c).

5. **Mandatory Insurance Coverage.** The conversion project shall maintain at all times commercially available property and liability insurance to protect the project from financial loss and, to the extent insurance proceeds permit, promptly restore, reconstruct, and/or repair any damaged or destroyed project property.

6. **Agreement Waiver.** Comply with 1.6.(B)(7) of PIH 2012-32, REV 3.

7. **Future Refinancing.** Project Owners must receive HUD approval for any refinancing or restructuring of permanent debt during the HAP contract term, to ensure the financing is consistent with long-term preservation. (Current lenders and investors are also likely to require review and approval of refinancing of the primary permanent debt.)

8. **Administrative Fees for Public Housing Conversions during Transition Period.** For the remainder of the Calendar Year in which the HAP Contract is effective (i.e. "transition period"), RAD PBV projects will be funded with public housing funds. For example, if the project's assistance converts effective July 1, 2019, the public housing Annual Contributions Contract (ACC) between the PHA and HUD will be amended to reflect the number of units under HAP contract, but will be for zero dollars, and the RAD PBV contract will be funded with public housing money for July through December 2019. Since TBRA is not the source of funds, PHAs should not report leasing and expenses

into VMS during this period, and PHAs will not receive section 8 administrative fee funding for converted units during this time.

For fiscal years 2019 and 2020, PHAs operating HCV program will receive administrative fees for units under a HAP contract, consistent with recent appropriation act references to "section 8(q) of the [United States Housing Act of 1937] and related appropriations act provisions in effect immediately before the Quality Housing and Responsibility Act of 1998" and 24 CFR § 982.152(b). During the transition period mentioned in the preceding paragraph, these provisions are waived, and PHAs will not receive section 8 ongoing administrative fees for PBV RAD units. After this transition period, the section 8 ACC will be amended to include section 8 funding that corresponds to the units covered by the section 8 ACC. At that time, the regular section 8 administrative fee funding provisions will apply.

9. **Choice-Mobility.** One of the key features of the PBV program is the mobility component, which provides that if the family has elected to terminate the assisted lease at any time after the first year of occupancy in accordance with program requirements, the PHA must offer the family the opportunity for continued tenant based rental assistance, in the form of either assistance under the voucher program or other comparable tenant-based rental assistance. If as a result of participation in RAD a significant percentage of the PHA's HCV program becomes PBV assistance, it is possible for most or all of a PHA's turnover vouchers to be used to assist those RAD PBV families who wish to exercise mobility. While HUD is committed to ensuring mobility remains a cornerstone of RAD policy, HUD recognizes that it remains important for the PHA to still be able to use tenant based vouchers to address the specific housing needs and priorities of the community.

   Therefore, HUD is establishing an alternative requirement for PHAs where, as a result of RAD, the total number of PBV units (including RAD PBV units) under HAP contract administered by the PHA exceeds 20 percent of the PHA's authorized units under its HCV ACC with HUD. OHA has created MTW activities that eliminate these percentage caps. OHA uses MTW flexibilities to override the 20 percent cap.

   The alternative mobility policy provides that an eligible voucher agency would not be required to provide more than three-quarters of its turnover vouchers in any single year to the residents of projects covered under RAD. While a voucher agency is not required to establish a voucher inventory turnover cap, if such a cap is implemented, the voucher agency must create and maintain a waiting list in the order in which the requests from eligible households were received. In order to adopt this provision, this alternative mobility policy must be included in an eligible PHA's administrative plan. To effectuate this provision, HUD is providing an alternative requirement to Section 8(o)(13)(E) and 24 CFR part 983.261(c). Please note that this alternative requirement does not apply to PBVs entered into outside of the context of RAD. MTW agencies may not alter this requirement. OHA has the flexibility under MTW to alter the minimum stay requirement, but will not use this flexibility for RAD households.

10. **Reserve for Replacement.** The Project Owner shall establish and maintain a replacement reserve in an interest-bearing account to aid in funding extraordinary

maintenance and repair and replacement of capital items in accordance with applicable regulations. The reserve must be built up to and maintained at a level determined by HUD to be sufficient to meet projected requirements. For FHA transactions, Replacement Reserves shall be maintained in accordance with the FHA Regulatory Agreement.

For all other transactions, Replacement Reserves shall be maintained in a bank account covered under a General Depository Agreement (HUD-51999) or similar instrument, as approved by HUD, where funds will be held by the Project Owner or mortgagee and may be drawn from the reserve account and used subject to HUD guidelines and as directed by HUD.

All of the projects proposed for conversion currently meet this requirement. Funding levels will be confirmed at the time the RAD Financing Plan is approved.

PIH Notice H-2016-17
Subject: Relocation Requirements under the Rental Assistance Demonstration (RAD) Program, Public Housing in the First Component

NOTE: THERE WILL BE NO RELOCATION IN CONJUNCTION WITH THESE RAD CONVERSIONS. ALL PROJECTS THAT PERFORM SUBSEQUENT RENOVATIONS WILL COMPLY WITH ANY RELOCATION REQUIREMENTS THAT APPLY AT THAT TIME.

SIGNIFICANT AMENDMENT DEFINITION

As part of the Rental Assistance Demonstration (RAD), OHA is redefining the definition of a substantial deviation from the PHA Plan to exclude the following RAD-specific items:

a. The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance;

b. Changes to the Capital Fund Budget produced as a result of each approved RAD Conversion, regardless of whether the proposed conversion will include use of additional Capital Funds;

c. Changes to the construction and rehabilitation plan for each approved RAD conversion; and

d. Changes to the financing structure for each approved RAD conversion