Making Transitions Work

ANNUAL REPORT

WORKING
WITH PURPOSE

Oakland Housing Authority

FISCAL YEAR 2020

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Oakland Housing Authority

Fiscal Year 2020 MTW Annual Report

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Oakland Housing Authority

Fiscal Year 2020 MTW Annual Report

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Section I. Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2020 Moving to Work Annual Report. As one of 39 participants in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, OHA has the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. As an MTW demonstration participant, OHA uses the flexibility of the program, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, as an opportunity to design its services to address specific and local market conditions and the needs of our residents. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, achieving goals of employment, education, housing stability and self-sufficiency while promoting and supporting strong communities and neighborhoods.

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

Per the Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA's MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget and an analysis of changes that occurred during the period between July 1, 2019 and June 30, 2020.

Review of the Agency's Strategic Goals, Objectives

As OHA ushered in a new decade while simultaneously transitioning to a new Executive Director, a review of the Authority's Mission and MTW Statutory Objectives culminated in a refined 2020 Vision Statement and the subsequent development of four strategic goals for the agency. The fiscal year began with OHA strongly positioned to execute agency objectives on many fronts as we continued housing the maximum number of families possible, in a still challenging and expensive rental environment. Between 2017 and 2019, Oakland's homelessness surged 47%, with a per capita number that is now higher than neighboring cities

such as San Francisco and Berkeley, and comparatively the biggest two-year increase of any California city.[1] While homelessness was on the rise, in contrast the City of Oakland welcomed thousands of new homes to the market in 2019 with another 10,097 in the pipeline of unassisted, market rate units. This increased inventory led to a slower rate of growth in rents. With the advent of the COVID-19 pandemic in March and shelter-in-place orders, the market experienced what some assessed as a temporary spike in prices—as inventory for sale was sharply reduced. With the trend of employees working from home due to safety concerns, Oakland saw an in-flux of buyers and renters as workers fled San Francisco for East Bay locations, which drove prices up. The long term effects of these changes on the market remains to be seen, however OHA was prepared with a variety of tools to respond and maximize the families served.

OHA laid the groundwork over the last few years to respond to market challenges and increased the percentage of project-based voucher (PBV) units in its portfolio, to minimize the impact of tenant-based utilization issues on the Housing Choice Voucher (HCV) program. Adding 460 new project-based voucher units in FY 2020, OHA leased up units created through RFQs issued in previous years and of the 636 units awarded through RFQs, only 118 remain to be leased. Through landlord incentives developed in FY 2017, OHA attracted property owners with financial incentives, operational efficiencies and excellent customer service, which had a positive impact on utilization. In FY 2020, OHA performed 484 expedited pre-qualifying unit inspections which resulted in 228 contract activations, a 46% increase over the previous year. OHA also expanded partnerships with expert providers to support special needs populations through local, non-traditional programs designed to address the most economically vulnerable families in Oakland.

Sustained Leadership in Preservation and Development

For almost two decades, OHA prioritized development of new affordable housing to fulfill the MTW objective to increase housing choice. In FY 2020, OHA continued construction on Paseo Estero (Project 1) and Vista Estero (Project 2), part of the Brooklyn Basin complex, slated to provide 211 units of affordable housing for families and seniors. The completion target date is December of 2020. Project 3 (Foon Lok West) includes 130 units in pre-development for very low-income families. This year the real estate development team began developing an RFQ for developers to facilitate a process to competitively select future Developer Partners to create new affordable housing on sites owned by OHA and OHA affiliate organizations and on new development sites throughout the City of Oakland.

Paseo Estero & Vista Estero

Unit construction in Empyrean Towers completed this year and it was fully leased adding 65 new units of affordable housing in a prime downtown Oakland neighborhood. OHA leadership continued to plan for the future by filling the pipeline with pre-development partnerships and projects for increased affordable housing choices. A new partnership with East Bay Asian Local Development Corporation (EBALDC) began in FY 2020 to develop 285-12th Street, a 65-unit building on a former parking lot at 12th and Harrison Street. Another pre-development project, 500 Lake Park, launched a partnership with EAH to develop a 53-unit affordable housing

[1] One night count by Alameda County

building on the former site of the Kwik-Way Drive-In in the Grand Lake Neighborhood. This site – a thriving and highly sought after place to live with many amenities and proximity to transportation, shopping, restaurants and desirable schools. Preservation of existing assets remained a priority and OHA completed 80 unit renovations for the OAHPI portfolio, which consists of small scattered site buildings throughout various Oakland neighborhoods. Preservation continued with the start of renovations on Oak Groves North and South to upgrade senior public housing units converted through disposition.

OHA leadership recognized that the decline of utilization within the HCV program required a faster response than building new units. At the start of the decade in late 2009, OHA had 273 project-based voucher (PBV) units and in FY 2020 this number grew to 4,316 committed or leased units and 4,872 allocated overall, representing about 37% of the MTW voucher allocation. In FY 2020, OHA project-based 460 additional units and had several hundred in the pipeline that will continue to help offset any future declines in utilization within the HCV program and ensure long term affordability of these units allowing OHA to serve the maximum number of families possible.

In FY 2019, HUD approved OHA's disposition application to dispose of 253 units of senior public housing through Section 18 disposition. In FY 2020, OHA completed disposition of 152 of the 253 units of senior public housing in Oak Groves North and South. Residents were relocated and renovations began and will continue through the end of 2020. This most recent disposition will bring the total number of disposed public housing units to 1,868. The strategy to allocate PBV through various methodologies has proved important and is strategically linked to the preservation of affordable units for households served through the program as the housing market continues to remain expensive.

Additionally, OHA projects helped preserve diversity by creating opportunities for low-income residents to live in central locations, also known as high opportunity areas, with easy access to amenities in downtown and Lake Merritt neighborhoods. OHA projects also helped faith-based initiatives stimulate the revitalization and flow of capital to under-served neighborhoods. OHA worked closely with City partners and laid groundwork for new strategies to use vacant property to provide temporary housing and assistance to offset the homelessness crisis and other strategies designed to provide small, boutique multi-year housing programs for special communities. OHA expects this development work to pay off in coming years, to provide adaptable and flexible housing when conditions change quickly, as they did in 2020.

Sustained High Standards of Customer Service

OHA continued to improve and excel at customer service for residents, staff, and external stakeholders. In her first six months, the Executive Director launched "*Direct To You*," a staff informational vehicle designed to communicate critical information and thoughts from leadership, and share motivational words and to inform staff of the dynamic changes happening within OHA as the year unfolded. It was implemented in tandem with Direct From Me, the channel established to facilitate direct communication from employees to the agency's leadership. This bi-directional communication was particularly useful throughout the pandemic since many employees worked remotely and information changed by the minute.

The use of technology was key this year, to provide outstanding customer service to our residents and support our staff. OHA worked to implement key functions such as interim re-certifications within our business system, making this functionality more efficient and seamless for both staff and residents. New software was purchased and installed to facilitate data mining

and reporting for the increased use of dashboards to communicate with leadership, the board, staff and residents. The impact of the COVID-19 pandemic caused OHA to cease in-person customer service in the last quarter of the FY and the agency quickly ramped up virtual support services through Zoom calls, virtual inspections, phone blitz campaigns and other technology based solutions.

Measuring ourselves through internal audits continued to be a priority with audits of departmental processes for compliance with agency policy and required regulations. These audits provided information for improvement, tightened procedures and enhanced training in several areas such as the HCV program reporting and management and provision of supportive services to residents. Functional areas within departments were strengthened with improved accuracy by revised procedures, documentation and reporting which overall improved customer service to our residents.

Impactful Resident Services

Spurred by a belief that housing is not solely about the brick and mortar buildings we build but about the success of the people who live in them, OHA continued several successful long-term programs to promote Economic Development, narrow the digital divide and promote educational success through local partnerships. During FY 2020, the Tech Exchange Digital Literacy Learning Project provided youth, adults and seniors at Lockwood Gardens with digital literacy training through a grant from the California Advanced Services Fund (CASF). All graduates received a Certificate of Completion, a desktop computer with Microsoft applications installed and a USB wristband for document storage. Since the program inception in October 2018, 118 residents have completed the 8-hour training program and received a computer.

OHA successfully negotiated a six-month extension through the end of 2020 for the JobsPlus grant, a four-year grant to promote employment of public housing residents in West Oakland. The JobsPlus grant supports financial coaching, education, legal assistance, physical and behavioral health in addition to job and employment skill coaching. Due to the pandemic, staff halted many of the in-person activities, which caused some delays in training and hiring. However, OHA staff responded quickly by re-tooling spaces and using virtual methods for meetings and trainings. Staff noted that phone calls and virtual meetings were not as effective as hoped, as residents had many competing priorities for their attention such as distance learning for their children, child care and other attention grabbing issues. OHA increased focus on the wellbeing of program participants by assessing needs of participants and made referrals to community resources such as free food delivery programs, low cost internet service providers and mental health support groups.

Providing a consistent and effective level of security remained a priority and OHAPD's commitment to community policing and crime prevention helped reduce crime and violence through a variety of crime prevention programs and youth engagement activities. These events such as block parties for the start and end of the school year, hiking outings, and Holiday Giveaways were key to building trust, recognition and relationships. Its award winning Police Explorer program, provided young adults job skills in law enforcement and enabled participants to compete for positions at public and private entities. Of particular note, was an event held in June for Police Explorers, families and department members to express their emotional state related to recent incidents of police violence. The discussion focused on race, police behavior and movements to defund the police. Personal stories of race, policing and discrimination were shared and OHAPD was challenged to engage the community, especially the youth to create change and inclusiveness in decision making. New programs such as "Coffee with a Cop" and

"Ice Cream with a Cop" provided great venues for issue discussions and supported police legitimacy, credibility, community involvement and improved communication for both youth and adults. Strategies of crime reduction were achieved through staff training, state of the art tools and software and intelligence/data collection systems which provided information to be as effective as possible. All of these strategies, allowed OHAPD to integrate organizational strategic goals into a 21st Century policing model which will continue to serve OHA residents well into the future.

Expand Board Knowledge of OHA and its Affiliates

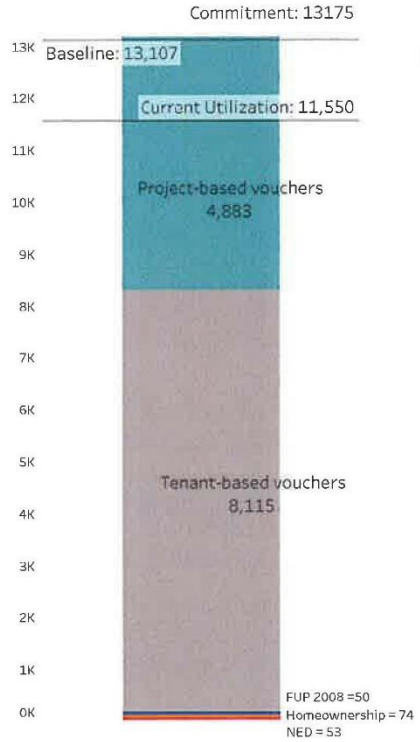
Providing timely and accurate information through effectively designed reporting and operational tools, was a top objective in FY 2020. OHA achieved a new a level data availability and transparency by completing an extensive internal review and data scrubbing of the business systems used to monitor and report on the HCV program. Early in the year, a cross departmental task force took on the assignment of diving deep into the data related to OHA's HCV program, OHA's largest program by far. Executive Leadership created this interdepartmental project to develop operational tools and dashboards to help better monitor and report on OHA commitments and regulatory obligations. This information was instrumental in informing discussions regarding new development project opportunities with the City and OHA partners. In the absence of a HCV two-year tool that works for MTW agencies, this improved HCV status monitoring also facilitated forward projection for better management of the voucher pool and budget authority by OHA and its Board of Commissioners. This model will be explored for future projects to enhance cross-departmental synergies, communication and interactions as OHA strives to build staff knowledge, skill sets and evidence-based decision making.

Several ad hoc committees made up of Board members, used these tools to inform decision making on funding programs to serve special populations. OHA built on this successful approach, to quickly develop additional dashboards for monitoring the use of regulatory waivers and spending of CARES Act and COVID-19 related supplemental funding and incorporate their use into regular leadership and Board reporting vehicles. Executive leadership committed to measuring agency performance in relation to strategic goals by developing multiple agency dashboards for use during Board workshops, special committees and task forces to address agency, resident, staff and Board needs as they are identified.

See an example of the HCV Dashboard below.

August 2020 Voucher Management Tool

Committed MTW Vouchers



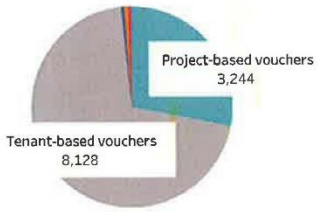
Over Commitment

68

Utilization Rate

88%

Current MTW Utilization



Voucher Utilization Table

			August Utilization	Committed Vouchers	Utilization Rate
MTW	Tenant-based vouchers	HCV	6,996		
		Port In	162		
		TPV	970		
	Project-based vouchers		3,244	4,883	66.4%
	FUP 2008		50	50	100.0%
	Homeownership		75	74	101.4%
	NED		53	53	100.0%
	Total		**11,550**		
Non-MTW	FUP 2018		0	51	0.0%
	Mainstream		145	212	68.4%
	VASH		289	396	73.0%
	Total		**434**		

COVID-19 Pandemic

OHA, like the rest of the nation, and world, was confronted with the impact of the Coronavirus pandemic to not only its residents, but the staff and general operational functioning of the agency. While assessing local and state policies to shelter in place, OHA quickly responded in a thoughtful, compassionate and effective manner. As an essential service agency, OHA shifted its operations by rapidly transitioning to many staff working from remote locations to continue smooth operations and a high level of customer service to residents, despite suspended in-person services. Organized for action, OHA formed the COVID-19 Incident Command Team to create task-specific teams focused on protection against, prevention of, and preparation for the coronavirus. Decision making was streamlined and communication with staff and residents was prioritized. With the temporary closure of customer service lobbies and community spaces, OHA used automated phone call software, text alerts, website information and printed materials along with a call "blitz team," formed to reach out to over 4,500 families to connect them with information and services.

As a recipient of CARES Act supplemental funding, OHA expedited the purchase of Personal Protective Equipment (PPE) for both staff and residents, equipment for remote working support, virtual learning for OHA resident students and resources for family and self-care. OHA deployed these supplemental funds to underwrite activities to prepare, prevent and respond to COVID issues faced by both staff and residents. In April 2020, the Department released waivers to allow regulatory relief to housing authorities to maintain smooth operations in the midst of challenges during the pandemic. OHA chose to implement many of these waivers

including delayed interim re-certifications, extensions of various deadlines affecting voucher searchers, foster youth, inspections, policy amendment procedures, homeowners and other waivers. In addition to these waivers, as an MTW agency, OHA responded by quickly amending its FY 2020 Annual Plan to include a new activity to provide short-term supplemental housing assistance to residents with hardship circumstances in addition to existing subsidy.

Supporting staff and residents virtually, entailed purchasing both technical equipment such as laptops, monitors, webcams and modifying phones to extend use to staff homes. Software was purchased such as Zoom and DocuSign and allowed staff to resume and continue operations from remote locations by offering virtual briefings and contactless initial inspections. Staff support focused on prevention, use of PPE, personal leave and benefits, remote working logistical support, updates on agency changes and resources for family and self-care. Extensive notification and communication to our residents about the changes facilitated a smooth transition to alternative operating conditions during this time of change and uncertainty.

Operations and Program Enhancements and Adjustments

HCV Program Highlights

- Video conferencing for voucher briefings
- Use of DocuSign for voucher issuance, request for tenancy approval, etc.
- Use of Verification of Landlord Repairs form for inspections to include the ability to upload videos, photo of repairs
- Fillable Interim Income Change forms which can be submitted electronically via email
- Self-certification of loss of income using the DocuSign platform
- Telephone intake appointments for ports and waitlist applicants

Property Management Highlights

- Pre-visit call screening to ensure family members are healthy before dispatching for EHS and critical repairs
- Centralized PPE Inventory and distribution process
- Established a financial tracking of COVID-19 expenses, waiver requests, program and operations changes
- Video and WebEx youth programs and RAB meetings
- Creating outside resting places for the spaces outside of our community services locations

General Agency Operations Highlights

- Virtual Check-in Tracker for staff
- Working from Home Agreement with protocols
- Modified work spaces, meeting rooms and community rooms as staff work spaces to ensure social distancing
- Staggered in-office and remote work schedules for many employee classifications

- Policy team focused on advocacy, responding to HUD Waiver opportunities, establishing SOPs and metrics, nimble communications with industry groups, HUD, and internal/external stakeholders

With forward thinking, OHA will take what we learned and use it proactively in response to COVID-19, while also integrating the lessons to mold and shape the future of OHA. A renewed focus on establishing new ways to serve clients, preserving and increasing affordable housing in Oakland, and creating an organizational and community culture of hope and resiliency in a time of uncertainty and rapid change is driving OHA's vision and operations.

MTW Statutory Objectives

All MTW activities meet at least one or more of the following statutory goals:

1. Reduce costs and achieve greater cost effectiveness in Federal expenditures;
2. 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
3. Increase housing choices for low-income families

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

The FY 2020 MTW Annual Plan and Report are available on OHA's website at www.oakha.org.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

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

Public Housing

The public housing portfolio maintained over 98% occupancy rate overall and staff aggressively pursued applicants on the waitlists to fill any open vacancies. At the start of FY 2020, the public housing program had 1,606 units across two OHA-managed sites and 14 third-party managed sites. The Authority ended the year with 1,454 units due to the transition of Oak Grove North and Oak Grove South, a total of 151 units, out of the public housing program. OHA received building permits, an allocation of 4% tax credits and tax exempt bonds, and finalized the financing for a major restoration of Oak Grove North and South. Staff submitted an application for Tenant Protection Vouchers (TPV), which HUD awarded in December 2020. Temporary relocation of residents occurred floor-by-floor so residents could return to their homes once work on a floor was completed. In February 2020, OHA started renovations, however work was paused in March 2020 due to the COVID-19 pandemic. In order to comply with

Harrison Towers

COVID-19 protocols staff revised the relocation strategy to move temporarily all the residents to minimize any interactions between residents and construction personnel. Construction activity resumed in June 2020 and is projected to be complete by end of 2020.

Local, Non-traditional Programs

Sponsor Based Housing Assistance Program

OHA administered existing programs and continued implementation of new local programs during the FY. Existing programs such as the Sponsor Based Housing Assistance Program (SBHAP), launched in 2010, in partnership with the City and expert providers, offered housing assistance to 1) chronically homeless individuals from encampments, 2) formerly incarcerated individuals recently released from San Quentin prison, and 3) emancipated foster youth exiting the juvenile justice system. This program has the capacity to serve up to a maximum of 100 households per month and OHA averaged 98 households served monthly.

Parents and Children Together (PACT)

The Parents and Children Together (PACT) program evolved from a program serving primarily mothers exiting the criminal justice system to a citywide family unification program that includes any parent exiting the Santa Rita County Jail system that is enrolled in a reentry program designed and facilitated by the Alameda County Sherriff's Office (ACSO). OHA accepted referrals from the ACSO and provided service-enriched housing to facilitate reuniting parents with their children in stable and safe housing. The program has a capacity to serve 24 families per month in a transitional housing environment for 18 months as participants complete the program they started while they were incarcerated. Upon successful completion, they are offered the option to transition into an available OHA managed PBV unit. In FY 2020, OHA served an average of 13 families through PACT.

Building Bridges

OHA continued its rollout in FY 2020 of the Building Bridges initiative which uses partnerships with the City, Alameda County, and experienced community-based organizations to provide housing assistance to underserved populations. This program seeks to extend and leverage existing support through systems alignment to increase the chance of sustained success and long-term positive outcomes for these families. The **BB SRO** program has a capacity to serve 289 families through a service-enriched SRO model, as well as shared housing and transitional housing units set aside housing for veterans, homeless and foster youth. OHA provided a monthly operating subsidy for each occupied bedroom/apartment that is based on a formula whereby OHA pays 75 percent of the rent and the eligible resident pays up to 25 percent of the rent.

The **BB CalWORKs** program is designed to provide local housing assistance for one to two years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing the housing and improving outcomes for families and children. During FY 2020, OHA began housing families referred from ACSSA. ACSSA provided wrap around case management services to address employment barriers and assisted participants with access to other necessary community resources. Upon successful program completion, program participants were referred to eligibility screening for a HCV. This program has the capacity to serve up to 50 families per month and in FY 2020 OHA averaged 21 families assisted per month.

BB THP+ is a short-term program designed to extend the runway of assistance and help create a pathway to economic stability for people exiting the foster care system. OHA utilized the County of Alameda's 2017 RFP as the competitive selection process to award housing assistance funding to First Place for Youth (FPY). The award of funding resulted in an executed contract between OHA and FPY to provide rental housing assistance for low-income THP+ participants for up to five years. The service provider will provide program participants through direct referral. This program has the capacity to serve up to 50 families per month and in FY 2020 OHA served 22 families per month.

Housing Choice Voucher

The majority of OHA's housing assistance was delivered in the form of a tenant-based voucher. OHA has the capacity to serve 13,107 families through a HCV program, with about 11,143 of those families served using a traditional tenant-based subsidy. Approximately 48 of the vouchers are reserved for the Family Unification Program, and 85 are reserved for the Non Elderly Disable (NED) program. Additionally, OHA administers approximately 78 vouchers through the HCV homeownership program.

Project-Based Vouchers

Overall, OHA dedicated approximately 37 percent of its HCV portfolio to project-based voucher (PBV) units (it approaches 40% when factoring in future projects). In the FY 2020 Plan, OHA projected to issue PBV assistance to 982 units through new Housing Assistance Payments (HAP) contracts and new Agreement to Enter into Housing Assistance Payments (AHAP) contracts for new construction projects, including RAD conversions. However, as shown in Table 1, OHA issued 460 PBVs through new HAP and AHAP contracts. The difference between planned and actual can be attributed to multiple factors: 1) delays were encountered in securing construction financing for some substantial rehabs, 2) delays in tenant eligibility screening, processing HQS inspections and environmental reviews, and 3) delays in various phases of leasing and putting new PBV units under contract due to the Coronavirus pandemic.

In 2017, OHA awarded 636 PBVs through RFQ #16-008 across 20 projects and during FY 2020 OHA continued the eligibility, inspection and environmental assessment, leasing 122 of the RFQ units in sites such as International Blvd Apartments, Acorn Town Center and Courtyards, Eastside Arts and Housing, and Bishop Roy C. Nichols Apartments. Projects that were conditionally awarded PBVs through the RFQ planned to lease in FY 2020, but remained in the "pending" status as shown in Table 1, due to delays in completing the eligibility determinations as well as additional time required to conduct environmental assessments.

In FY 2020, OHA leased 173 newly constructed PBV units. The properties included Camino 23, Casa Arabella (formerly known as Fruitvale Transit Village Phase IIA), Estrella Vista (formerly known as 3706 San Pablo), and Embark Apartments. The Embark Apartments is a new construction project consisting of a six-story, 61-unit, affordable housing project located across the street from the Veterans Administration Clinic. Embark has 31 permanent supportive housing units and 27 are reserved for VASH participants.

Empyrean Towers

Lastly, OHA leased-up of Empyrean Towers. This project completed a major rehabilitation of a severely distressed SRO property resulting in

65 new affordable studios and 1-bedroom units (32 use PBV subsidy). Oak Groves South, the first phase of a 253-unit disposition of senior public housing was leased by project-basing Tenant Protection Vouchers (TPV), converting the units from public housing to project-based subsidy long term. Using Activity #06-02, OHA awarded 25 PBV units to 285-12th Street, a new development partnership with EBALDC.

The Oakland Affordable Housing Preservation Initiatives (OAHPI) portfolio consists of 1,539 OHA–managed PBV units throughout Oakland. During the reporting period, 80 units were extensively rehabilitated to modernize and upgrade the facilities while also correcting issues related to deferred maintenance.

As of FY 2020, the average number of PBVs leased/issued at the beginning of the FY was 3,856 with 4,316 under contract as of the end of the FY. There are 118 units remaining from the RFQ 16-08 to be leased, 393 units under AHAP contracts and in development, 452 conditionally awarded PBVs (25 were newly awarded in FY 2020), 101 units pending disposition and 307 units being evaluated for RAD conversion. A list of all PBV sites is included in Appendix B.

Table 1: New Project_Based Vouchers (Planned versus Actual)					
Property Name	Number of Vouchers Newly Project Based		Status at End of Plan Year **	RAD?	Description of Project
	Planned *	Actual			
Town Center at Acorn	50	50	Leased/Issued	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	27	Leased/Issued	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	17	Leased/Issued	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.
3268 San Pablo (a.k.a. Monarch Apts)	50	50	Committed (AHAP)	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.
Oak Grove South		77	Leased/Issued	No	Oak Grove South is one of the two Oak Groves disposition project.
International BLVD		18	Leased/Issued	No	International Blvd Apartments, as part of the RFQ16-08 award of Section 8 Project-Based Vouchers to Existing Housing Units. The project is located at 6600 International Blvd and at 1406 Seminary Avenue.
Eastside Arts and Housing	10	10	Leased/Issued	No	Eastside Arts and Housing, as part of the RFQ16-08 award of Section 8 Project-Based Vouchers to Existing Housing Units.
Nova Apartments		56	Committed (AHAP)	No	Nova partments is a 56 unit PBV-supported project that is 100% supportive housing development for extremeley low-income at 20% AMI or below and chronically homeless individuals.
Oak Grove North		75	Committed (AHAP)	No	Oak Grove North is a Senior Housing Disposition at or below 60% AMI. The property is currently under significant rehabilitation.

Coliseum Place		**37**	**Committed (AHAP)**	**No**	**Coliseum Place will provide affordable apartments for families and households with special needs and will primarily serve households ranging from 3-50% AMI, as well as homeless and HOPWA-eligible households.**
Aurora Apartments		**43**	**Committed (AHAP)**	**No**	**Aurora Apts is a 44 unit multi-family residential project. 43 units will be permanent supportive housing, affordable units.**
Sylvester Rutledge Manor	64	**0**	**Pending**	**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	**0**	**Pending**	**No**	**BasedThe 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.**
Kenneth Henry Court	15	**0**	**Pending**	**No**	**Kenneth Henry Court is a 51 unit affordable housing property located at 6475 Foothill Boulevard in East Oakland. KHC has been providing permanent affordable housing to the area's residents for over twenty years. The development was in foreclosure due to the closing of Oakland Community Housing, Inc. SAHA acquired the property, performed necessary rehabilitation in 2013, and assumed operations in order to preserve the existing housing and maintain the property as an affordable development and long-term community asset. All of the units are spacious, featuring maple cabinets, and some are townhouse-style units. All of the units have washer and dryer hook-ups. Also, the property has a community room, computer room, laundry room, and playground. It also features a secure entrance with intercom, and a security camera system.**
Fruitvale Transit Village Phase IIB	75	**0**	**Pending**	**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	**0**	**Pending**	**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 Tower	101	**0**	**Pending Disposition**	**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	**0**	**Pending RAD**	**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.**

Foothil Apt	21	**0**	**Pending RAD**	**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.**
Lions Creek Crossing Phases I-IV	157	**0**	**Pending RAD**	**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	**0**	**Pending pre-development**	**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	**0**	**Pending RAD**	**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 station126Brooklyn**
Linden Court	38	**0**	**Pending RAD**	**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.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	**0**	**Pending**	**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	**460**	**Planned/Actual Total Vouchers Newly Project-Based**		

*** Figures in the planned column should match the correcsponding Annual MTW Plan**
**** Select "status at the end of the Plan Year " from : Committed, Leased/Issued**
***** Pending indicates that although planned to be leased or committed, this did not occur**

Description of Differences between the Planned and Acutal Number of Vouchers Newly Project-Based

In the 2020 MTW Plan, OHA planned to project-based 982 units. In FY 2020, 460 units were newly project-based during the FY. Lease ups in a number of units in existing properties were delayed due to environmental clearences, tenant eligibility screening and HQS inspections and compliance issues. Units being newly constructed experienced delays due to unavailability of state funding, tax credit funding, andother construction related financing issues. Lastly, a number of properties and units were not included in the FY2020 MTW plan, but came under contract (either HAP or AHAP) in FY2020. These properties came under contract more quickly than anticipated. Oak Groves North and South were properties being disposed through disposition and the other properties were new construction.

Existing Project-Based Vouchers

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

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

St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.
Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
AveVista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake 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	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	Committed	No	An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017.
Embark Apartments	61	61	Committed	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.
Brooklyn Basin - 1 and 2	132	132	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.

Empyrean	32	32	Committed	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	26	Committed	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.
Rosa Park	11	11	Leased/Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.
Adeline St. Lofts	20	20	Leased/Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	13	Leased/Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	10	Leased/Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.
Oak Park Apartments	10	10	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International	14	14	Leased/Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Fruitvale Transit Village - Phase IIA	66	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.
Hamilton Apartments	92	92	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.
Westlake Christian Terrace West (WCTW)	121	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 located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Oak Grove North & South	152	0	Pending	No	Two residential buildings in downtown Oakland with 152 senior housing. 77 units in Oak Grove North and 75 units in Oak Grove South. Both properties were built in early 1980s

Northgate Apts	**14**	**0**	**Pending**	**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. It received an award of 14 PBV-units under OHA's RFQ 16-008.**
International Blvd	**18**	**0**	**Pending**	**No**	**The project, located at 6600 International Blvd, and 1406 Seminary avenue, serves individuals and families with disabilities. It is an affordable 30-unit housing development that is within close proximity to public transit. The 18 PBV susbsidies will be attached to 6 one bedrooms, 9 two bedrooms, and 3 three bedroom units. Resident services are not available on-site but residents have access to owner's resident services program.**
	4040	**3856**	**Actual Total Existing Project-Based Vouchers**		

*** Figures in the planned column should match the correcsponding Annual MTW Plan**
**** Select "status at the end of the Plan Year " from : Committed, Leased/Issued**
***** Pending indicates that although planned to be leased or committed, this did not occur**

Description of Differences between the Planned and Acutal Number of Vouchers Newly Project-Based

Comparing to FY 2020 MTW Plan, there are three projects that were projected to go under contract by the start of the FY that did not execute a contract. Oak Grove North and South did not come under a contract due to delays in environmental clearences and construction loan financing. Northgate Apartments was delayed due to the owner's request and International Blvd was delayed due to tenant eligibility screening and HQS compliance delays.

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

OHA submitted a disposition application to the Special Application Center on October 11, 2017 requesting approval to dispose of 253 units in three senior sites. This disposition was a necessary solution 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 began rehabilitation of these properties in two phases. Oak Grove North and South (Phase 1) and 1621 Harrison Street (Phase 2) are separate phases, each funded through a Low Income Housing Tax Credit (LIHTC) acquisition rehabilitation project. HUD awarded an application for TPVs in FY 2020 for the Oak Groves projects. During the FY, OHA closed the financing for Oak Groves and began rehabilitation of Oak Groves South.

During FY 2020, OHA continued the planning process including discussions with HUD and stake holder groups to explore converting seven mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) PBVs. 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. As of the end of FY 2020 and after extensive research and discussion, all projects still were in the evaluation phase and no applications were submitted.

Table 3: Actual 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.

Actual Other Changes to MTW Housing Stock in the Plan Year
OHA submitted a disposition application to the Special Application Center on October 11, 2017 requesting approval to dispose of 253 units in three senior sites. This disposition was a necessary solution 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 began rehabilitation of these properties in two phases. Oak Grove North and South (Phase 1) and 1621 Harrison Street (Phase 2) are separate phases, each funded through a Low Income Housing Tax Credit (LIHTC) acquisition rehabilitation project. HUD awarded an application for TPVs in FY 2020 for the Oak Groves projects. During the FY, OHA closed the financing for Oak Groves and began rehabilitation of Oak Groves South. During FY 2020, OHA continued the planning process including discussions with HUD and stake holder groups to explore converting seven mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) PBVs. 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. As of the end of FY 2020 and after extensive research and discussion, all projects still were in the evaluation phase and no applications were submitted.

General Description of Actual Capital Expenditures During the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2020, OHA expended $10.5 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administrative buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment.
OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. At the construction closing OHA was reimbursed for all of the predevelopment expenses it contributed to assist with the planning and preparations that took place while the units were receiving public housing subsidy.

OHA invested MTW funds in a project to rehabilitate the Empyrean Hotel and convert the building to 65 units of permanently affordable housing. OHA purchased the land under the Empyrean Hotel and leased it to the development partnership in addition to loaning funds to the project. The OHA will make a final disbursement of funds that were previously authorized for the project when the construction loan is paid down at the permanent closing. The permanent closing is anticipated to occur in December 2020.

MTW funds were also used for administrative capital improvement projects, including the rehabilitation of the headquarters and to purchase computer hardware and software. Desktop and laptop computers were purchased to continue an agency-wide upgrade to Windows 10. Funds were also expended to strengthen cyber-security protection and remote security monitoring.

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

General Description of All Actual Capital Expenditures During the Plan Year
OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2020, OHA expended $10.5 million of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administrative buildings, funding for the development of new affordable housing, and purchases of software and computer network equipment. OHA closed construction financing and formally removed the Oak Grove North and South units from the public housing program in December 2019. At the construction closing OHA was reimbursed for all of the predevelopment expenses it contributed to assist with the planning and preparations that took place while the units were receiving public housing subsidy. OHA invested MTW funds in a project to rehabilitate the Empyrean Hotel and convert the building to 65 units of permanently affordable housing. OHA purchased the land under the Empyrean Hotel and leased it to the development partnership in addition to loaning funds to the project. The OHA will make a final disbursement of funds that were previously authorized for the project when the construction loan is paid down at the permanent closing. The permanent closing is anticipated to occur in December 2020. MTW funds were also used for administrative capital improvement projects, including the rehabilitation of the headquarters and to purchase computer hardware and software. Desktop and laptop computers were purchased to continue an agency-wide upgrade to Windows 10. Funds were also expended to strengthen cyber-security protection and remote security monitoring.

B. Leasing Information

Actual Number of Households Served

While the FY started with the rental market remaining competitive and expensive, with the advent of the COVID-19 pandemic in the last quarter of the year, the market started to decline in Oakland, with a flood of new listings. This increase in inventory cooled off the market, but it was so expensive over the past few years that despite the impact of the pandemic in the last quarter, housing remained unaffordable for most. During the last quarter of the FY, inventory fell sharply, as citizens sheltered-in-place and many homes were pulled from the market, due to uncertainties. It was unclear where the market would settle, and as of the end of the FY, the city of Oakland capped rent increases at 3.5% until June 30, as a short-term rent control measure. It followed with aggressive eviction moratoria to prevent evictions due to COVID-19-related financial hardships. While OHA saw a modest increase in HCV utilization, primarily due to leasing up of new PBV units, OHA implemented multiple strategies using local non-traditional programs and PBV strategies discussed in Section II.A. to bolster utilization during the program year.

OHA achieved an increase over the previous year by serving approximately 94 percent of the number of families possible through all MTW programs, which while an improvement is still short of the planned 98%. OHA's work to secure housing units through the PBV and LNT program partnerships helped stabilize the baseline from continued decline. The actual leasing outcomes and the number of families served by each program detailed below demonstrate

OHA's focus on employing traditional tools as well as its commitment to developing new strategies to ensure maximizing the families served.

Public Housing

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained excellent leasing levels. Across the 16 sites OHA maintained a 98 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,412 families in them each month. This was higher than the amount projected in the Plan.

Local, Non-traditional

Participation in OHA local, non-traditional programs (both tenant-based and property-based) remained consistent for long-term existing programs. The number of participants in the Local Housing Assistance Program (LHAP), a tenant-based program which allowed tenants to remain housed that would not meet PBV eligibility standards after disposition due to income restrictions, decreased to 16 families as two participant families elected to move with a tenant-based voucher. Additionally, as units were removed from the public housing program due to disposition, there were delays in completing renovations and re-leasing these units using voucher subsidies. OHA served an annual average of 45 families through the LHAP-Oak Grove North (OGN) program through the end of the FY.

The Sponsor-based Housing Assistance Program (SBHAP) maintained relatively steady participation with low turnover rates, but non-profit service providers reported struggles to find new landlords willing to participate in the program due to the volume of qualified, unsubsidized applicants and the rapidly increasing costs of the rental market. The average monthly number of families served was 98.

Through the BBSRO program, OHA executed contracts with qualified owners, property managers, and developers in Oakland and provided operating subsidies for in-place service-enriched, single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, foster youth, or other special needs populations. The tenant-based component of BBSRO, served an average of 126 families and the difference in planned versus actual for tenant-based was due primarily to fewer families served in BBSRO than anticipated as the program continued to work through administrative challenges.

During the FY, OHA increased the number families through BBTHP+ and served an average of 22 families monthly which was a marked increase from FY 2019, but was short of the goal of 50 families. The program suffered from recurring HQS fails and landlords being unwilling to make repairs to remain in the program, but instead preferring to rent to unassisted tenants.

OHA projected to serve approximately 50 families per month in FY 2020 through the Building Bridges-CalWORKs program and successfully grew the program and served an average of 21 families monthly. Challenges to achieving the projected goals were long eligibility screening times and the requirement that participants must stay employed to remain in the program.

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

Housing Choice Voucher

During the reporting year, OHA worked diligently to increase voucher utilization using traditional strategies. OHA absorbed all port-in vouchers, and extended search times for voucher holders struggling to find units in the Housing Choice Voucher program and OHA used the portability restriction activity to limit ports to adjacent communities. OHA also dedicated resources to coaching participants on being good prospective tenants and how to prepare competitive applications. All of these challenges account for the differences in the planned 11,484 households versus actual households served of 11,143 in the MTW Housing Choice Vouchers Utilized.

OHA continued extensive marketing and rollout of existing owner incentives to retain and recruit new owners and boost utilization. As most of the components of the incentives were active for the entire FY, OHA saw increased results with an average of 104 new landlords recruited (a 13% increase in the prior year), 228 new contracts signed via pre-inspections (a 46% increase) and 129 owners receiving the benefit of vacancy loss payments (a 31% increase). Owner recognition, education and other services were put on hold with the onset of the pandemic, although OHA remained in close contact with its owners in the last quarter of the year and began planning to rollout #20-01 to provide all or a portion of participant rent payments, who may be unable to pay due to COVID-19 or other hardships. The incentives are discussed in Section IV, Activity #17-01.

Project-based Voucher

OHA committed hard units through PBV awards pursued through multiple methods. OHA issued and RFQ in FY 2017 and in total has awarded 636 units over 20 developments over the last several years and continued to work through lease up process adding 122 additional families this year with only 118 units remaining from the RFQ to be leased. Using MTW flexibilities, OHA awarded 25 PBVs to sites approved through the City of Oakland Housing Development Financing Program NOFA process. In FY 2020, OHA served an average 3,856 families per month with PBVs. The number of PBVs leased was lower than expected, as in-place tenants in units awarded through the RFQ did not always qualify under PBV program guidelines or they opted not to participate and continue to live in the unit without subsidy. So as to avoid displacement, the units will convert to PBV subsidy after those families choose to move out. Oak Groves North and South did not come under contract due to delays in environmental clearances and construction financing. Leasing at Northgate Apartments was delayed due to a request by the owner, and International Blvd. lease-up was delayed due to HQS inspection compliance delays and tenant eligibility screening, some of which were due to the COVID-19 pandemic.

During the FY, OHA awarded 25 new conditional awards and work continued on the existing pipeline of 458 units under AHAP contract and in development, 387 conditional awards, the disposition of 152 units (another 101 are scheduled for FY 2021) and evaluating the efficacy of RAD conversions for several mixed finance sites.

Table 5: Actual Number of Households Served				
Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.				
Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	12,576	16,944	1,048	1,412
MTW Housing Choice Vouchers Utilized	137,808	133,716	11,484	11,143
Local, Non-Traditional: Tenant-Based	2,016	2,424	168	202
Local, Non-Traditional: Property-Based	13,116	12,060	1,093	1,005
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	165,516	165,144	13,793	13,762

* "Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).
** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).
^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

The differences in planned versus actual families served is primarily due to not hitting utilization targets in the HCV program and Building Bridges not hitting projected families served targets due to ongoing challenges and one large site (Henry Robinson) not being ready to place under contract.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned^^	Actual	Planned^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) - new tax credit units in service as of FY 2020	396	396	33	33
Property-Based	Fund Affordable Housing Development Activities (08-01) - Existing Tax credit units in service at beginning of FY 2020	8,124	8,592	677	716
Tenant-Based	Local Housing Assistance Program (10-06)	2,748	2,424	229	202
Property-Based	PBV Transitional Housing Programs (11-05)	2,016	1,560	168	130
Property-Based	SRO/Studio Apartment Preservation Program (11-03)	1,848	1,512	154	126
Planned/Actual Totals		15,132	14,484	1,261	1,207

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.
^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Non-residents	13	160

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

The Family and Community Partnerships Department (FCP) and the OHA Police Department provided community building events and supportive services and events to further our Education and Employment Initiatives helping families achieve self-sufficiency and life goals. Both East and West Oakland administrative offices provided Wi-Fi connected computer labs open to the public and residents to use for job searches, training and educational pursuits. Most events were open to all OHA residents from multiple program types and were also attended by the broader community. OHA provided approximately 1,600 summer lunches to youth aged 0 to 18 years. OHA operated community food pantries to promote healthy food choices for all.

During this fiscal year, over 1,300 families received food assistance in East and West Oakland, including an average of 160 non-resident families over the course of the year.

Discussion of any Actual Issues/Solutions Related to Leasing

MTW Public Housing

With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA began renovations on Oak Grove North and South as part of a project.

MTW Housing Choice Voucher

As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced challenges maximizing utilization as tenant-based applicants competed with unassisted renters for limited and expensive housing stock. As a solution, OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program to assist applicants present more competitive applications.

Other strategies to minimize the negative impact of HCV leasing issues included:

- offering sign on bonuses to recruit new owner participants, (104 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units, (129 owners participated) with an average of 69 days for a unit to be vacant. OHA extended the eligibility period from 60-180 days allowing more owners to benefit from this incentive
- prequalifying inspections to expedite the lease up process, (484 inspections performed and 228 contracts executed) and
- owner appreciation efforts which normally occur in May were cancelled due to the pandemic, but OHA is exploring ways to recognize owners differently in this new environment
- planning and system modification to implement the Capital Improvement Loan program

OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 460 new units under contract. Additional PBV allocations were conditionally approved for 25 new units in one development. A full description of OHA's activities to commit and lease PBVs is available in Section II A – Housing Stock Information and Appendix B.

Local, Non-Traditional

To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. These populations include those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system and emancipated foster youth. While OHA partnered with experts to provide support and services to these households, typical leasing

challenges still burdened this “hard to house” client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability.

Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing	
Discussion of any actual issues and solutions utilized in the MTW housing program listed.	
Housing Program	**Description of Actual Leasing Issues and Solutions**
MTW Public Housing	**With vacancy rates hovering at 2% or less, public housing did not experience leasing challenges that required solutions. OHA remains committed to rightsizing families to appropriate sized units to continue to maximize efficient use of the housing stock and will use the Standardized Transfer Policy to facilitate moving families to appropriately sized units to maintain low vacancy rates. Some units were held offline and purposely remained vacant as OHA began renovations on Oak Grove North and South as part of a project.**
MTW Housing Choice Voucher	**As discussed in Actual Number of Households Served, the HCV program, OHA's largest program, experienced challenges maximizing utilization as tenant-based applicants competed with unassisted renters for limited and expensive housing stock. As a solution, OHA offered expanded rental assistance coaching and application preparation assistance using its Housing Navigator program to assist applicants present more competitive applications.** **Other strategies to minimize the negative impact of HCV leasing issues included:** **• offering sign on bonuses to recruit new owner participants, (104 new owners added)** **• vacancy loss funds to offset delays in re-leasing existing HCV units, (129 owners participated) with an average of 69 days for a unit to be vacant. OHA extended the eligibility period from 60-180 days allowing more owners to benefit from this incentive** **• prequalifying inspections to expedite the lease up process, (484 inspections performed and 228 contracts executed) and** **• owner appreciation efforts which normally occur in May were cancelled due to the pandemic, but OHA is exploring ways to recognize owners differently in this new environment** **• planning and system modification to implement the Capital Improvement Loan program** **OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 460 new units under contract. Additional PBV allocations were conditionally approved for 25 new units in one development. A full description of OHA's activities to commit and lease PBVs is available in Section II A – Housing Stock Information and Appendix B.**
Local, Non-Traditional	**To better leverage existing funds and services through systems alignment with City and County agencies, and to continue to address Oakland's unsheltered population need, OHA expanded local service-enriched special needs housing. OHA implemented a number of local programs under the Building Bridges initiative, Sponsor Based Housing Assistance and PACT programs with wrap around services that serve Oakland families with special leasing challenges. These populations include those living in homeless encampments suffering from mental health issues, individuals exiting the criminal justice system and emancipated foster youth. While OHA partnered with experts to provide support and services to these households, typical leasing challenges still burdened this "hard to house" client base, and OHA with its partners continue to work diligently to support the families to the point of sustained housing stability.**

B. Waiting List Information

Table 7: Actual Waiting List Information

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

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year
Housing Choice Voucher: Tenant-Based	Community Wide	2,500	Closed	No
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	218	Closed	No
Housing Choice Voucher: Project-Based - Third Party Managed	Site-Based (Third Party Managed)	36,035	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	3,238	Closed	No
Public Housing - Third Party Managed	Site-Based (Third Party Managed)	1,739	Yes	Yes
Local Non-Traditional - PACT	Direct Referral - from Program partners - The Alameda County 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.	3	Open	Yes
Local Non-Traditional - SBHAP	Direct Referral -Direct Referral - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being 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.

Actual Changes to Waiting List in the Plan Year

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

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	None
Housing Choice Voucher: Project-Based - OHA Managed	None
Housing Choice Voucher: Project-Based- Third Party Managed	Lion Creek Crossings phase 1 were open for all bedroom sizes.Marcus Garvy Commons open for 1, 2, 3, 4 bedroom sizes. Prosperity Place open for 1,2,3 bedroom sizes. Effie's House was opened for 1 bedrooms. CA Hotel was open for studios, 1, and 2 bedrooms. Seven Directions was open for 2 and 3 bedrooms. Rosa Park is open on an ongoing basis for studios, 1, and 2 bedroom sizes. Tassafaronga phase 2 has an ongoing open waitlist for 4 bedroom size units.
Public Housing - OHA Managed	None
Public Housing- Third Party Managed	Yes - Waitlists were open for all bedroom sized for Lion Creek Crossing phases 1-4.
Local Non-Traditional	Open for graduates of ASCO MOMs and DADs programs

C. Information on Statutory Objectives and Requirements

75% of Families Assisted Are Very Low-Income

Approximately, 95 percent of the families in OHA's traditional programs were very low-income, which exceeds the statutory requirement by 20 percent. About 87 percent of the families' served in local, non-traditional programs incomes fall below the very low-income threshold, which amounts to approximately $65,250 annually for a family of four. Table 9 shows the breakdown of the families in local, non-traditional programs and the corresponding Area Median Income (AMI) range.

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

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

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	158
49%-30% Area Median Income	280
Below 30% Area Median Income	769
Total Local, Non-Traditional Households Admitted	1207

Maintain Comparable Mix

As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of one-person families that were served in the traditional programs prior to MTW. As a result, OHA witnessed a significant increase in the number of one-person households served in

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

Table 10: Maintain Comparable Mix
HUD will verify compliance with the statutory requirement that MTW Phas continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

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

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

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

N/A

Mix of Family Sizes Served (in Plan Year)					
Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan	Percentage of Households Served in Plan	Percentage Change from Baseline Year to
1 Person	3,863	30%	5,896	43%	12%
2 Person	3,598	28%	3,678	27%	-2%
3 Person	2,473	19%	1,807	13%	-6%
4 Person	1,662	13%	1,463	11%	-2%
5 Person	757	6%	620	4%	-1%
6+ Person	400	3%	395	3%	0%
Total	12,753	100%	13,859	100%	0%

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

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

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

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

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

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

OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 59 households met the requirements for self-sufficiency as defined for each respective

activity. OHA continued to explore the definition of self-sufficiency for activities that were not yet implemented or on hold, in order to establish clarity and consistency around the self-sufficiency goals for participant families.

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

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

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
PBV Transitional Housing Programs / 11-05	3	Number of PACT participants that move from the site with the notice of graduation
Alternative Recertification Schedules / 14-01	Due to business system limitations, OHA is unable to measure this metric at this time	Number of families that remain on a triennial or biennial recertification schedule throughout the fiscal year.
Program Extension for Households Receiving $0 HAP / 10-02	4	Successful Exit during and after the 24 months
PBV Transitional Housing Programs / 11-05 - Building Bridges SRO, Shared and Transitional	52	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	
	59	Total Households Transitioned to Self Sufficiency

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

Section III. Proposed MTW Activities: HUD approval requested

All proposed activities that are granted approval by HUD are reported on in Section IV as "Approved Activities." OHA proposed a new activity in a technical amendment to the FY 2020 plan that was approved on April 15, 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 11 provides a list of all approved MTW activities including the year the activity was implemented and the primary statutory objective(s) the activity is intended to accomplish. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 15-01 indicates that the activity was identified and approved in the FY 2015).

Table 12
Approved MTW Activities: HUD Approval Previously Granted

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

14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: • 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	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b,C.D.4 Attachment D, Section B.2

			with their children.		
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving $0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs), C.D.4
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E

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

A. Implemented Activities

OHA is currently implementing the following activities:

Table 13 Implemented Activities					
Activity # and Fiscal Year Approved	**Fiscal Year Implemented**	**MTW Activity Name**	**Description**	**Statutory Objective(s)**	**Authorization(s)**
20-01	2020	Emergency Relief from Interim Re-certifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7

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

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

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

Year Approved: 2020

Year Implemented: 2020

Year Amended: N/A

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

- Temporarily relieve tenants who experience a sudden and unexpected loss of income of the immediate need to submit detailed interim income/rent reduction requests,
- Pause requirements for OHA to perform and submit interim re-certifications for eligible participants in order to redirect staffing resources to more critical administrative tasks during a time of emergency by pausing the requirement to

perform interim reexaminations (form HUD 50058-MTW action type 3) during declared disaster periods, and

- Provide short-term supplemental housing assistance for eligible families that pays all or some of the tenant portion of the rent in addition to existing subsidy provided by the Authority.

OHA laid the groundwork to deploy this activity on a month-by-month basis as needed until the effects of the health crisis on OHA residents subsided. Programs included in the scope of activity and analysis include public housing, housing choice voucher (HCV), local non-traditional programs and non-MTW programs, however the activity may be implemented for a limited number of eligible programs based on Executive Director discretion.

This activity meets the objective of achieving greater cost effectiveness and can be used during any emergency situation such as a pandemic, earthquake, etc. OHA anticipates this activity will provide cost savings and efficiencies for OHA during a time of increased participant requests and paperwork and decreased staffing. These efficiencies will offset the decrease in revenue due to loss of rental income for public housing and increased costs due to payment of tenant portions of rent for HCV, LNT and non-MTW program participants. It will also allow OHA the opportunity to redirect critical, limited staffing resources to high priority items like leasing vacant units for homeless families and addressing emergency non-income related requests.

OHA planned for deployment of this activity in FY 2020 and planned to implement in early FY 2021. In preparation, OHA designed a COVID-19 dashboard to help track information related to COVID-19 waivers and activities, as well as tracking supplemental CARES Act fund expenditures. An example of the type of dashboards is below.

COVID Tracking Dashboard

HCV COVID Expenditure

HCV COVID Expenditure by Dept

Total HCV COVID Expenditure

$268,006

Public Housing Operating Fund Spending

COVID Prep	$500
COVID Prevention	$10,261
COVID Response	$2,946
Grand Total	$13,457

Public Housing Operating Fund Spending by Property

Employees using FFCRA this Pay Period

25

Average Daily number of Employees Working from Home this Pay Period

55

Number of Work Order Calls

Average Days to Job Completion

OHA's COVID Actions Tracking - August

Individuals served by...

FCP	COVID Assessment Surveys		22
	Employment Assistance	Employment Referrals	22
		Job Readiness Assistance	7
		Job Retention Assistance	20
	FSS Contract Extensions		2
	Mediation		
	Technology Support	Devices (tablets, laptops, etc)	326
		Device Accessories (earbuds, etc)	0
		Technology Education	
	Transportation assistance		0
	Wellness Checks		300
Grand Total			**699**

699 Individuals

Households served by...

Childcare Assistance		
Homeownership Alternative Inspections		
Rental Assistance Requests		
Technology Support	Internet Access	29
Grand Total		**29**

29 Households

Landlords served by...

LH	Delayed Rent Increases	0
	Payment standard increases	0
	Recruitment Bonus ($500)	34
	Retention Bonus ($250)	70
Grand Total		**104**

104 Landlords

Resources Distributed

FCP	Health and Wellness	Food Pantry Delivery	255
		Senior Lunch delivery	1,527
		World Central Kitchen	1,760
	Relief Closet	Food	255
		Household Supplies (Cleaning Supp..	2,318
		PPE	875
Grand Total			**6,990**

6,990 Items

Actual Non-Significant Changes: None

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = 2 hours per late notice and customer service (cost per hour $35 Housing Rep and $25 for Office Specialist – (one hour each)) =$60 Typical noticing and late notices – 350 per month Total cost = $252,000 per year	Expected cost of task after implementation of the activity = 0 notices, $0	Planning toward implementation in FY 2020	
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Prior to implementation of this activity, OHA issued 350 late rent notices per month at 2 hours per notice = 700 hours of staff time	Expected time after implementation of this activity is Zero staff hours on noticing.	Planning toward implementation in FY 2020	
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate prior to implementation = 5%	Expected error rate after implementation =0 % as notices will not be issued.	Planning toward implementation in FY 2020	
CE # 5 Increase in Agency Rental Revenue				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue / total tenant payment in dollars (increase).	Total revenue prior to implementation of activity = $3,209,076	Expected revenue after implementation of activity = $0 (this is annualized – may only implement for 3 months)	Planning toward implementation in FY 2020	

MTW Activity #17-01: Owner Incentives Program

Year Approved: 2017

Year Implemented: 2017

Year Amended: N/A

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

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

- Vacancy loss payments of up to two months-- HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. The average vacancy duration is about 69 days. This is a 51% increase in days vacant from last year which we attribute to the modification of extending the eligibility period from 60 to 180 days, which allowed more owners to benefit from this incentive. Based on average HAP amounts, total average annual costs for OHA to implement vacancy loss payments will range from $158,840 (FY 2019) to $352,328 (FY 2020) for vacancy periods of up to 180 days. This component served an increase of 129 owners up from 98 in FY 2019, which is an increase of 31%.

- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process and minimize delays or losses due to inspections. Inspections will not be linked to a participant and allow owners up to 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated. In FY 2020, OHA performed 484 expedited

unit inspections which was a decrease of 18% from FY 2019. These resulted in 228 contract activations which was an increase of 46% from FY 2019. During FY2020 OHA continued to monitor and refine the expedited inspection process. Our analysis revealed that owners were requesting expedited inspections when they had already identified a Housing Choice Voucher (HCV) participant to lease the unit. We focused on educating owners around when to request an expedited inspection versus a move-in inspection for units with a prospective HCV participant. We emphasized the importance of the unit being move-in ready prior to requesting an expedited inspection. Although there is a decrease in the number of expedited inspections, the number of contracts activated in FY 2020 has increased significantly. The increase in contract activation is attributed to more owners having their units move-in ready at the time of the inspection.

- Owner recognition program -- Recognize long-term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs. In FY 2020, OHA had to cancel its owner recognition program due to Coronavirus.

- New Landlord Incentive Payment – Provides new owner participants a one-time payment of $500 upon execution of a new HAP contract, and meet other defined eligibly criteria. OHA had 104 new landlords sign up for the program in FY 2020, which is an increase from 93 in FY 2019. OHA paid out $52,000 in sign on bonuses in FY 2020.

- Capital Improvement Payment –Offer landlords that have failed a second inspection and are entering abatement a payment of up to $2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a 6-month period. Projected costs are estimated using the maximum payment of $2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately $385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord over a 6-month period and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA will rely on the program compliance team in leased housing to pursue any outstanding loan payments.

Actual Non-Significant Changes: Planning for the Capital Improvement Payment component continued in FY 2020 and OHA expects to roll this out in FY 2021.

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

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

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

Standard OHA Metrics
Number of New Landlords Recruited by Payment Incentive

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (17% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 129	Yes. OHA greatly exceeded the benchmark.
Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease). Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = ($46.14 * .25) * 1,222 = $14,096	Cost of task after implementation of the activity =(staff salary)* .10 hours * number of files = ($46.14 * .10) * 800 = $3,691	Actual cost of task in dollars after implementation of activity = $46.14* .10 hours * 484 = $2,233	Yes.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease) Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 484 = 48 hours	Yes. It was exceeded.
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease) Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease) = 15%	Yes.

MTW Activity #15-01: Local Area Portability Reform

Year Approved: 2015

Year Implemented: 2015

Year Amended: N/A

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

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

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

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

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction. During FY 2020, OHA received a total of 367 requests for portability compared to the baseline of 1,100 total requests which is a drop of 67% in port requests overall and the number of requests has increased slightly over last year. Of the 367 requests received, 245 (67% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2019 and 2020, many of the neighboring counties that were restricted stopped absorbing ports. One hundred twenty-two (122) requests to port were denied to a restricted county because the neighboring housing authority did not absorb them. The largest number of requests to port were to Alameda County (128), followed by Contra Costa County (81) and Solano County (15). There were fourteen (14) requests to port to San Francisco and seven (7) to Santa Clara County.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 173 vouchers ported to neighboring jurisdictions, which have not been absorbed.

Due to the restrictions imposed, the Oakland Housing Authority denied one hundred twenty-two (122) requests to port to these jurisdictions. Many of these participants applied for an exception to the portability restriction. While there are efficiencies in lowering the amount of ports being administered, there are significant time expenditures in processing exception requests.

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

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = $46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = $49,287	Expected cost of task after implementation of the activity = $46.94 * 1.5 hours * 350 = $24,643 (50% reduction)	Actual cost of task after implementation = $8,590 (based on 122 rejected requests)	Yes. A cost reduction was achieved.

Administering Local Port-outs	Cost of task prior to implementation of the activity = $46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = $51,634	Expected cost of task after implementation of the activity = $46.94 (Staff Salary) * 400 port-out requests = $18,776 (36% reduction)	Actual cost of task after implementation = $8,120 (173 annual average of ports administered)	Yes. The benchmark was exceeded.
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = $49,287 + $51,634 = $100,921	Total expected cost of task after implementation of the activity = $24,644 + $18,776 = $43,410 (57% reduction)	Actual cost of task after implementation = $8,590+$8,120= $16,710 (62 % reduction)	Yes. The benchmark was exceeded.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease). Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests =1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 367 requests = 551 hours	No.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 =1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 173 requests = 173 hours (79% reduction)	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)	Actual amount of total staff time dedicated to the task after implementation of the activity =551 + 173 = 724 hours (46% reduction)	Yes. The benchmark was exceeded.

MTW Activity #15-02: Modified Utility Allowance Policy

Year Approved: 2015

Year Implemented: 2015

Year Amended: N/A

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

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

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

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

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

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = $11,188,104 per year	Expected cost of task after implementation of the activity = $10,228,812 (9% reduction)	Actual cost of task after implementation of the activity = $12,234,576	No.
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = $220,968 per year	Expected cost of task after implementation of the activity (in dollars) = $110,484 (50% reduction)	Actual cost of task after implementation of the activity (in dollars) $0 (100% reduction)	Yes. A reduction of 100% was achieved.

Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = ($46.14 *.05) * 2,904 = $6,699	Cost of task after to implementation of the activity = Zero (0)	Cost of task after implementation of the activity = ($46.14*.05)*0= $0 (100% reduction).	Yes. A reduction of 100% was achieved
Total cost of task in dollars.	**Total cost of task prior to implementation of the activity = $11,188,104 + $220,968 + $6,699 = $11,415,771**	**Total expected cost of task after implementation of the activity = $10,228,812 + $110,484 = $10,449,780 (8.5% reduction)**	**Actual cost of task after implementation of the activity = $12,234,576+ $0 = $12,234,576**	**No. A reduction was not achieved.**
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 checks = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 checks = 0 hours	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 0 checks = 0 hours	Yes. The Benchmark was achieved.
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate in completing a task as a percentage prior to implementation = 5%	Expected error rate in completing a task as a percentage prior to implementation = 1%	Actual error rate in completing a task as a percentage prior to implementation = <.0001%	Yes.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = $4,343,040	Expected rental revenue after implementation of the activity (in dollars) = $4,343,040 (0% increase)	Actual rental revenue after implementation of the activity (in dollars) = $5,445,219 (25% increase)	Yes. A 25% increase was achieved.
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = $2,215,116	Expected rental revenue after implementation of the activity (in dollars) = $2,222,460 (Less than 1% increase)	Public Housing sites have not implemented the activity	
Total rental revenue/total tenant payment in dollars (increase). Public Housing and HCV	**Total rental revenue prior to implementation of the activity (in dollars) $6,558,156**	**Total expected rental revenue after implementation of the activity (in dollars) = $7,414,308 (12% increase)**	**Not implemented**	
Total rental revenue/total tenant payment in dollars (increase).	**Total rental revenue prior to implementation of the activity (in dollars) $4,343,040**	**Total expected rental revenue after implementation of the activity (in dollars) = $6,565,500 (<1% increase)**	**Actual rental revenue after implementation of the activity (in dollars) = $5,445,219**	**No.**

MTW Activity #14-01: Alternative Recertification Schedules

Year Approved: 2014

Year Implemented: 2014

Year Amended: 2017, 2020

Description/Impact/Update: Regulations require that a household's income is recertified for program eligibility and rent calculations once a year. In FY 2007, MTW activity #07-01 was approved allowing for a triennial recertification schedule for elderly and/or disabled households on a fixed income in the Public Housing and Section 8 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 Section 8 program and at two senior-designated properties in the Public Housing program. This schedule has been

effective at reducing staff time and costs, as well as, being less intrusive and time consuming for residents. Activity #14-01 incorporates changes made by Activity #07-01 and changes the recertification schedule for wage earning households to once every two years. All households that report no income, no income from wages, or temporary income remain on an annual recertification schedule to report increases in income. OHA and participant families will experience time savings related to the forgone re-certifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the interim. OHA will use this activity for RAD voucher holders.

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

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

Actual Significant Changes: No significant changes for this year.

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

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

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease). Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = $111,940	Expected cost of task after implementation of the activity = $57,985 (48% reduction)	Actual cost of task in dollars after implementation of the activity = $54,507	Yes. The benchmark was exceeded.
Total cost of task in dollars (decrease). Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = $42,000	Expected cost of task after implementation of the activity (in dollars) = $21,000 (50% reduction)	Actual cost of task in dollars after implementation of the activity = $7,936	Yes. The benchmark was exceeded.
Total cost of task in dollars (decrease). Biennial	Cost of task prior to implementation of the activity (in dollars) =	Expected cost of task after implementation of the activity = $73,150 (50%	Actual Cost of task in dollars after implementation of the activity = $124,849	No.

HCV Reexam Calculation	$146,300	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)	Not Implemented	
Total cost of task in dollars (decrease).	**Cost of task prior to implementation of the activity (in dollars) = $329,490**	**Expected cost of task after implementation of the activity (in dollars) = $166,760 (51% reduction)**	**Not applicable**	
Total cost of task in dollars (decrease).	**Cost of task prior to implementation of the activity (in dollars) = $153,940**	**Expected cost of task after implementation of the activity (in dollars) = $78,985 (51% reduction)**	**Actual cost after implementation of the activity (in dollars) = $54,507+$7,936+$124,849= $187,292**	**No.**

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Triennial HCV *Reexam* Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,043	Yes. The benchmark was exceeded.
Total time to complete the task in staff hours (decrease). Triennial Public Housing *Reexam* Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 160	Yes. The benchmark was exceeded by 81%.

Total time to complete the task in staff hours (decrease). Biennial HCV *Reexam* Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 2,389	No. The benchmark was not achieved.
Total time to complete the task in staff hours (decrease). Biennial Public Housing *Reexam* Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
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)**	**Not Applicable**	
Total time to complete the task in staff hours (decrease). Public housing and HCV	**Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 4,358 hours**	**Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 2,315 hours (53% reduction)**	**Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,043+2,389+160= 3592**	**No.**

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of activity = $3,863,650	Expected rental revenue after implementation of the activity (in dollars) =	Actual rental revenue after implementation of the activity (in dollars) =	No.

		$5,096,518 (25% increase)	$5,445,219 (7% increase)	

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: $10,926 HCV: $14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: $12,020 (10% increase) HCV: $15,888 (10% increase)	Actual average earned income of households affected by this policy after to implementation of the activity (in dollars) = Public Housing: $16,365 (36% increase) HCV: $18,900 (19% increase)	Yes

SS #3: Increase in Positive Outcomes in Employment Status				
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:	Triennial families do not earn income – all sources are fixed. The components of this metric are not currently measured in OHA's business system.			
(1) Employed Full-Time				
(2) Employed Part-Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other-Drug Rehab Counseling				

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

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1, 500 households (10% decrease)	Actual Number of households receiving TANF after implementation of this activity = 1, 542 households	No.

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 10% of eligible households	OHA is currently unable to measure this metric. OHA will explore procedures to track this info or modify the definition.	

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

Year Approved: 2012

Year Implemented: 2012

Year Amended: N/A

Description/Impact/Update: Eliminate caps on project-based voucher (PBV) allocations. Under the existing regulations, Public Housing Authorities (PHA) are limited to project-basing up to 20 percent (20%) of the amount of budget authority allocated to the PHA by HUD in the PHA

voucher program. In addition, PHAs are limited to project-basing up to 25 percent (25%) of units in a single development. Previously, OHA has received approval in the FY 2010 MTW Plan to remove the cap on the number of PBVs allocated to a single development. This activity was expanded on the previously approved activity to eliminate caps on PBV allocations in all areas.

The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project. Since inception, OHA contributed to the creation and preservation of 4,883 PBV assisted units. If the projects were limited to a 25% cap only1,351 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,051 additional units. Table 13 provides a breakdown of the PBVs awarded by development above the 25% cap through FY 2020.

Under the 20% cap, OHA's current baseline would only allow 2,621 vouchers to be project based. Currently, OHA has 4,883 PBVs under contract, so this activity has allowed an additional 2,262 vouchers above the 20% cap.

In FY 2020, OHA awarded 25 new PBVs through the City of Oakland's Notice of Funding Availability (NOFA) competition.

In FY 2020, OHA awarded 25 total units above the greater of 25 units or 25% cap at one new construction site and three units at one rehabilitation site.

Development Name	**Total Units**	**Total PBV units awarded**	**Total PBV Units Above the greater of 25% or 25**	**Service Enriched**
285 12th Street	65	25	25	
Total PBV Units conditionally awarded in FY2020		25	9	

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

Table 14 Number of PBV Units Awarded Above the 25% Cap				
Site Name	**Total Units**	**25% of the Total Units**	**Total PBV Units Awarded**	**PBV Units Awarded Above the 25% Cap**
Senior Housing				
Jack London Gateway - Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	77
Merritt Crossing (aka 6th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossings Phase V	128	32	127	95
Camino 23	32	8	26	18
Bishop Roy C. Nicholas	17	4	17	13
Sylvester Rutledge Manor	64	16	64	48
Oak Street Apts	39	9	25	16
Friendship Senior Housing	50	13	34	22
Senior Housing Total	***630***	***144***	***515***	***386***
Special Needs Housing				
Jefferson Oaks	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes FY15	28	7	11	4
Redwood Hill Townhomes FY16			16	16
Fruitvale Transit Village - Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Rosa Park	11	2	11	9
Eastside Arts & Housing	15	3	10	7
Empyrean	66	16	32	16
Nova Apartments	56	14	56	42
95th and International	55	14	27	13
9th Avenue	15	4	7	3
Special Needs Housing Total	***664***	***163***	***558***	***395***
Family Affordable Housing				
Mandela Gateway	168			
Drachma Housing (On-going)	14	3	14	11
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasnin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11th and Jackson	71	17	35	18
Cathedral Gardens	100	25	43	18
460 Grand	68	17	34	17
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25
Coliseum Place*	59	14	37	23
Courtyards at Acorn	87	21	30	9
Oak Park Apts	35	8	10	2
Swan Market	18	4	10	6
Hamilton Apts-(Mod Rehab Conv.)	92	23	92	69
Drachma Housing	19	4	11	7
International Blvd Apts	30	7	18	11
Northgate Apts	41	10	14	4
Stanley Avenue Lofts	24	6	13	7
Adeline Street Lofts	38	9	20	11
Westlake Christian Terrace West	200	50	121	71
Seven Directions (add to 18 in-place)	36	9	10	19
Fox Court Apts (add to 20 in-place)	80	20	13	13
Madsion Apts (add to 19 in-place)	78	19	31	31
Kenneth Henry Ct (add to 13 in-place)	51	12	15	16
Aurora Apartments	44	11	43	32
Ancora Place	77	19	31	12
West Grand and Brush	59	15	28	13
34th and San Pablo	60	15	25	10
7th and Campbell	79	20	20	0
3801 MLK	32	8	16	8
285 12th Street	65	16	25	9
Family Affordable Housing Total	***1748***	***427***	***956***	***583***
OHA Former Public Housing				
OHA Scattered Sties (On going)	1,554	388	1,554	1,166
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
Former Public Housing Total	***1,711***	***427***	***1,653***	***1,226***
Total Units	**4,753**	**1016**	**3,682**	**2,590**

*Family and Special Needs

The developments shaded in gray received new PBVs awarded in FY 2020.

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

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

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

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)	Number of households losing assistance/moving after implementation of the activity = Zero (0)	No.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	Expected number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 69 units Expected number of PBV units awarded above 20% of total units in voucher program =100 units	Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 9 units Actual number of PBV units awarded above 20% of total units in voucher program = 9 units	No

Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If 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	Actual housing units preserved prior to implementation of the activity =9 units	No.
Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 9 households	No. Benchmark was not achieved.
Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = twenty five (25) households	Actual number of households receiving these services after implementation of the activity = 134 households	Yes. 109 above cap units are set aside for seniors and or special needs populations including veterans and homeless.

MTW Activity #11-01: PBV Occupancy Standards

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

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

During the FY 2020, no new leases were executed under the Modified PBV occupancy standards. These families would not have qualified for the PBV assisted unit under the Housing Choice Voucher occupancy standard. Additionally, six (6) in-place PBV assisted families had a change in their family composition during the FY that would otherwise require them to relocate to a smaller unit. These families remained eligible to stay their current unit under the Modified occupancy standard. The outcomes of this activity largely depend on participant families requesting changes to household composition, and as a result the activity was not utilized as much as expected. OHA plans to use this activity for RAD voucher holders.

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

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

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

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

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households	Number of households losing assistance/moving after implementation of the activity = 0 households (in-place families)	Yes. There were no composition changes that would require a family to relocate to a smaller unit.

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households (new lease ups)	Yes. (0) New families were able to lease units under the modified occupancy standard and increasing their housing choice.

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

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

this box.				
Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	Actual number of households receiving these services after implementation of activity = 0 households are in sites with on-site services providers.	No.

MTW Activity #11-02: Standardize Transfer Policy

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

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

OHA used the activity in FY 2020 to move four households between public housing and a HCV or PBV due to confidential client emergency transfer, one transfer due to a reasonable accommodation and two households to correct an over housed situation. OHA identified seventy-five Shelter Plus Care Tenant Based Rental Assistance Program (TRA) clients eligible for acceptance into the HCV program based on program participants being stably housed and receiving minimal case management. In FY 2020, a total of 5 households converted to HCV bringing the total number of TRA converted households to 80. Sixteen clients refused conversion and seven landlords refused to participate in the HCV program. The County continued to work with OHA and its clients to prepare for the HCV program and to ensure their

successful transition into the new program. New HUD-funded services in Alameda County provided support services and housing search support to some of the TRA voucher holders. Alameda County identified an additional twenty-five households who demonstrated housing stability and received minimal case management. Using this activity to transition clients from Shelter Plus Care to the HCV program allowed resources to be freed up to house new families in the Shelter Plus Care program. Lastly, OHA had four families in SBHAP transition to HCV due to demonstrated stability in housing and the program.

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

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA experienced challenges monitoring real-time vacancy information for all units across the portfolio in order to complete inter-portfolio transfer needs. OHA and its property management partners use different business systems, which made access to real time unit availability challenging. For Shelter Plus Care conversions to HCV, some landlords refused to participate in the HCV program and the search process for new units in a tight housing market proved to be challenging for participants. Additional funding through the County for search assistance helped remedy this issue.

Standard HUD Metrics				
HC #3: Decrease in Wait List Time				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Actual applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations but will OHA is exploring options for tracking in FY 2021 to allow tracking.)	

HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. Public Housing, PBV and HCV.	Households losing assistance prior to implementation of activity. 25 households	Expected households losing assistance after implementation of activity. 5 households	Actual households losing assistance after implementation of activity. 6 Households.	Yes.
HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs) = 15 Shelter Plus Care = 0	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs, VAWA) = 4 Transfers from Shelter Plus Care = 5 SBHAP = 4	No.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Number of households receiving services aimed to increase housing choice (increase).	Households receiving services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	Expected households receiving services aimed to increase housing choice after implementation of the activity = 15 households	Actual households receiving services aimed to increase housing choice after implementation of the activity = 15 households	Yes.
CE #5: Increase in Agency Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = $35,201,999	Expected Rental revenue in dollars after implementation of the activity = $1,500,000	Actual Rental revenue in dollars after implementation of the activity = $39,232,634.	Yes. The benchmark was exceeded.

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

Year Approved: 2011

Year Implemented: 2018

Year Amended: N/A

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

Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. In FY 2020, OHA continued subsiding households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges - SRO local program. All providers had existing service enriched single occupancy housing units which were targeted to serve special needs populations. OHA added an average of 2 households served in FY 2020, but fell short of the number projected of 163 due to the delay of one site coming online due to ongoing renovations.

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

Type of Service	Description of Service

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

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

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

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

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

HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero	Number of households who were prevented from losing assistance/moving after implementation of the activity =	Yes.

specific type of household, give that type in this box.			Total = zero	
HC#1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = (163) units	Number of housing units of this type after implementation of the activity = 126	No.
HC#2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units 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 = (163) units	Number of housing units preserved after implementation of the activity= 126 units	No.
HC#5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of	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	Number of households able to move to a better unit and/or neighborhood of opportunity after	No.

opportunity as a result of the activity (increase).	households	of opportunity after implementation of the activity = (163) households	implementation of the activity = 126 households	
HC#7:Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = (163) households	Number of households receiving these services after implementation of the activity = 126 households	No.

MTW Activity #11-05: PBV Transitional Housing Program

Year Approved: 2011

Year Implemented: 2011

Year Amended: N/A

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

Parents And Children Together (PACT)

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

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

Along with the primary program partners Alameda County Sheriff's Office (ACSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, OHA continued to determine the strategic direction and led the multi-partner board to address program improvements. Additions to the program structure included a sober living agreement; an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults. During FY 2020, ASCO continued to use the supportive service provider Family Services Bureau (YFSC) to provide services to program participants in addition to the Family and Community Partnerships department within OHA.

Families assisted under this activity represent some of the local, non-traditional households served by OHA. Overall on average, ten families participated in the program per month with nine new admissions during the FY. Of the thirteen families, two (2) graduated into stable housing and three moved out prior to eviction.

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The average earned income for all participant households was $9,489. While several participants exceeded the average income benchmark, due to low incomes of other participants the average monthly income benchmarks were not achieved. OHA relied on its community partners to provide skill building and job development workshops that helped increase the employability of the PACT participants, and the team referred participants to the Workforce Development initiative within the OHA Family and Community Partnerships Department. Some of the key partnerships and events throughout the FY were:

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

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

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

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

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

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

Standard HUD Metrics PACT Program HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 8 households (PACT)	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13 households (x new admissions)	Yes. The PACT benchmark was exceeded.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 8 households	Number of households receiving these services after implementation of the activity = 13 PACT households	Yes – the benchmark was exceeded.
Standard OHA Metrics Additional Units of Housing Made Available				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 8 households	Average number of households made available after implementation of this activity = 13 PACT households	Yes – the benchmark was exceeded.
Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = Zero (0)	Average earned income of households affected by this policy in dollars after implementation of this activity = $12,740 (1040 hours at $12.25 minimum wage) - PACT	Average earned income of households affected by this policy in dollars =$9,489 (PACT)	No. PACT did not achieve the benchmark.
Increase in Household Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = $500 in dollars	Amount of savings/escrow of households after implementation of this policy = $0 dollars	No. This benchmark is not currently measurable, but OHA is exploring redesigning the FSS Program to allow PACT and other local program

				participants.
Increase in Positive Outcomes in Employment Status				
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:				
(1) Employed Full- Time	Number of participants employed at start of program = Zero (0)	Number of participants employed at during program = Zero (0)	Number of participants employed at during program = 1	Yes. Benchmark achieved.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 4	Yes. 200% of the benchmark was achieved.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = Three (3)	Number of participants in Educational program during program = 5	Yes. Benchmark was exceeded.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 5	Yes.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program =4	Benchmark was exceeded.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =0	Number of participants in drug rehab =no data available	No data available.

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance during program = six (6)	Yes – benchmark was exceeded.
Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 10 households	Number of households receiving these services after implementation of the activity = 13 households	Yes.
Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	OHA's current business system and partner does not have the capacity to accurately measure this metric. The partner agencies were not obligated to track this information during the fiscal year. OHA will explore a customization to track this information with the business system vendor.			
Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self- sufficiency	Number of households transitioned to self-sufficiency prior to	Expected number of households transitioned to	Number of households transitioned to self-sufficiency	No.

(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.	implementation of this activity = Zero (0)	self-sufficiency after implementation of this activity = 3 households	after implementation of this activity =2 Households	

Building Bridges – Shared and Transitional Housing

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

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

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

1. 80% of families exiting the program transition to permanent housing
2. 95% of all program participants exit to a known destination

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

FIT started serving families through Building Bridges in March 2018.

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

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

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

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

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

specific goals of the project were:

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

MC joined the Building Bridges program in March 2018.

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

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

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

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

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

Standard HUD Metrics Building Bridges Program HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 126 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 117 households	No.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 126 households	Number of households receiving these services after implementation of the activity = 117 households	No.
Standard OHA Metrics Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 126 households	Average number of households made available after implementation of this activity = 117 households	No.
Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = $0	Average earned income of households affected by this policy in dollars after implementation of this activity = $12,392	Average earned income of households affected by this policy in dollars $13,351	Yes. Residents achieved an 8% increase in annual income.
Increase in Household Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = $0 in dollars	Amount of savings/escrow of households after implementation of this policy = $0 dollars	No. This benchmark is not currently measurable, but OHA is exploring with the partners a way to track this information.
Increase in Positive Outcomes in Employment Status				
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:				
(1) Employed Full- Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = 5	Number of participants employed at during program = 0	No.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 2	Yes. The benchmark was achieved.
(3) Enrolled in an Educational Program	Number of participants in Educational program at start of program = Zero (0)	Number of participants in Educational program during program = One (1)	Number of participants in Educational program during program = 3	Yes. Benchmark was exceeded.

(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 1	Yes.
(5) Unemployed	Number of participants unemployed at start of program = 28	Number of participants unemployed during program = 27	Number of participants unemployed during program =6	Yes.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =1	Number of participants in drug rehab =8	Yes. Benchmark was exceeded.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				
Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance during program = eight (8)	No.
Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 14 households	Number of households receiving these services after implementation of the activity = 50 households	Yes. The benchmark was exceeded.
Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars before implementation = Zero	Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = $908	Actual average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars = $914	No. There was a slight increase in average subsidy by 1%.
Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self- sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity = 52 Households	Yes. The benchmark was greatly exceeded.

MTW Activity #10-01: Specialized Housing Programs

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

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

OHA created the PACT program and implemented this activity in conjunction with Activity #11-05. The partnerships established with the ASCO, the Alameda County Behavioral Health Care

Services (ACBHS) Department, and family supportive services subcontractors leveraged funds to provide services to participants of the PACT program. These funds were critical to the success and expansion of the existing PACT program.

In FY 2020, OHA collaborated with community partners that dedicated staff to provide on-site case management and training and operational support funding from the Inmate Welfare Fund. OHA exceeded the expected benchmark by $218,786 by leveraging $636,435 from local non-profits and public agencies in salaries and operating costs.

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

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

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

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

Standard HUD Metrics				
CE #4: Increase in Resources Leveraged				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Amount leveraged after implementation of the activity (in dollars) = $250,000	Actual amount leveraged after implementation of the activity = $636,435	Yes. Benchmark exceeded by $386,435.

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero ($0) to remain in the program for up to 24 months before being terminated from the program. The baselines for this activity were set at zero given that existing program regulations require OHA terminate after six months all families that reached the zero HAP status. Over the course of the F Y, an average of 92 families were in a "zero HAP" status, using the safety net of the additional 18 months on the program to maintain their income stability. Four (4) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 24 months. The outcomes demonstrate that while households were able to benefit from the protections provided under this activity, the majority of families returned to subsidy and did not exit the program to "self-sufficiency" as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families decreased income or modified family composition when faced with exiting the program. This

outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory. OHA plans to use this activity for RAD voucher holders.

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

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

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

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

Standard HUD Metrics				
SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). $47,711 for 109 households	Expected average earned income of households affected by this policy after implementation of the activity (in dollars) = $47,711 (0% increase)	Actual average income of $81,985	Yes. It was exceeded by 72%.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementation of this activity = 11 households	Number of households receiving TANF assistance after implementation of this activity = 5 (45% decrease)	Number of Households receiving TANF = 0 households	Yes.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household prior to implementation of this policy in dollars = $995	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = $0 (100% decrease)	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = $0	Yes.
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average PHA rental revenue/HAP in dollars (increase) for the year	Rental revenue prior to implementation of the activity (in dollars) = $4,343,040	Expected rental revenue after implementation of the activity (in dollars) = $0	Actual rental revenue after implementation of the activity (in dollars) = $13,483,309 (28% increase)	Yes. (Benchmark was set incorrectly – will be corrected in FY 2021)
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self sufficiency (self-termination from the program) = Zero (0) families	Number of households transitioned to self sufficiency = 18 families	Actual number of households transitioned to self-sufficiency = 4	No. The benchmark was not achieved.
Standard OHA Metrics				
Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency (self-termination from the program) = Zero (0) families	Number of households receiving services aimed to increase self-sufficiency = 0 families	Actual number of households transitioned to self-sufficiency = 0	Yes.

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. The anticipated impacts are to reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts. In FY 2020 OHA used this activity for two projects: Acorn Courtyards (27 PBV units), and Acorn Town Center (50 PBV units). OHA did not use this activity for RAD voucher holders since no RAD projects were completed during the FY.

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

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $70 (staff salary/hour) * 80 hours = $5,600	Expected cost of task after implementation of the activity = $70 * 10 hours = $700	Actual cost of task after implementation of the activity = $70 * 20 hours = $1400	No.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 10 hours/contract * 8 contracts = 80 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 1 contracts = 10 Hours	Actual time to complete the task after implementation of the activity = 20 hours	No.

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

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

Actual Non-significant Changes: This activity was not used during FY 2020.

Actual Changes to Metrics/Data Collection: OHA did not use this activity in FY 2020 for the disposition of public housing units as anticipated.

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

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

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $1,400 x 50 projects = $70,000	Expected cost of task after implementation of the activity = $2,200 * 6 AMP areas = $13,200	Actual cost of task after implementation of the activity = zero	Activity was not used in FY 2020.
CE #2: Staff Time Savings				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours	Actual amount of total staff time dedicated to the task after implementation of the activity = zero	Activity was not used in FY 2020.
HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 500 units preserved	Actual housing units preserved after implementation of the activity = zero	Activity was not used in FY 2020.
HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	Actual households losing assistance/moving after implementation of the activity (number) = Zero (0)	Activity was not used in FY 2020.

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

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

This activity was initiated in FY 2010 as a result of the conversion of public housing scattered site units to the PBV program. Families in former public housing scattered sites were allowed to remain in place with TPV assistance, which did not require enforcement of the minimum number of family members per bedroom size, as was the case with PBV units. This activity continues to be used for the former Public Housing sites, and for PBV sites to reduce vacancies when a smaller unit is unavailable and there are no appropriately sized families on the waitlist. In FY 2020, no new families were assisted under this activity.

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

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

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

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

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 60 units preserved	Actual housing units preserved after implementation of the activity = 0 units preserved	No. The benchmark was established when the 2010 disposition happened and will be revised in the FY 2021 Plan.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). = $645	Expected average subsidy per household affected by this policy after implementation of the activity = zero (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity = $0 (in dollars).	No.
HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	Actual households that would lose assistance or have to move after implementation of the activity (number) = zero	Yes.

MTW Activity #10-06: Local Housing Assistance Program

Year Approved: 2010

Year Implemented: 2010

Year Amended: N/A

Description/Impact/Update:

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

Originally 44 households were on this program. During FY 2020only 16 households remained of the original LHAP families and no families elected to take their voucher and move.

During the FY, OHA was awarded 141 TPVs for Oak Groves North and South, two senior sites that were approved for disposition. However, while there was no loss of housing, OHA did not immediately enroll disposition families into the PBV program. This lapse in subsidy meant that OHA continued to house an average of 45 unsubsidized, low-income families while completing the eligibility screening and HQS inspection process to enter in to a HAP agreement during the FY. These families also were assisted through the local housing assistance program.

SBHAP

OHA required that SBHAP program participants to pay no more than 30% of their income towards rent, participants must meet the same income limits as the HCV program, and they must pass federal immigration eligibility requirements. All housing units subsidized must were required to meet the HQS. Participant families were assisted by providers contracted by the City of Oakland and received supportive services along with the housing assistance offered under the activity. OHA's contract with the City leveraged resources, expertise, and community connections to deliver housing related services to, on average, 87-100 hard-to-house households on an annual basis in Oakland. OHA implemented a Step Down program to allow program participants that have been stably housed for more than a year to transition to an HCV. Over the course of the FY, an average of 98 households were served per month. Overall 4 households transitioned from SBHAP to a HCV. In June 2020, the Board of Commissioners increased the funding to $3,081,093 for FY 2021 to serve an additional 40 homeless families with children. This represents a 35% increase in funding for this program.

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

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

BB-CalWORKs

The Building Bridges – CalWORKs is designed to provide a stable shallow housing subsidy for 1-2 years for ACSSA clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing housing and improving outcomes for families and children. OHA and ACSSA have a referral process, billing procedures and forms and reporting requirements. ACSSA provides wrap around case management services to address employment barriers and assist with access to other needed community resources. Upon successful program completion, program participants may be referred to eligibility screening for a HCV. During FY 2020, this program served an average of 21 families per month.

BB-THP+

The Building Bridges – Transitional Housing Plus (THP+) program is a short term five-year program for up to 50 participants. The short term assistance payment phases down funding in

year four and year five. Roommate living arrangements are allowed. The service provider is responsible for ensuring that participants and units meet program eligibility requirements and the service provider will provide program participants through direct referral to OHA.

Families assisted under this activity represent several of the local, non-traditional households served by OHA through its MTW authority. On average, the SBHAP program served 98 families per month. The goal of SBHAP is to serve a minimum of 87-100 families on average per month.

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies:

SBHAP

During the FY, it was challenging to maintain and recruit new landlord participants. Partner agencies worked closely with OHA, clients and landlords to ensure that any leasing challenges were addressed in a timely manner. In FY 2020, OHA and its partners continued a step-down initiative, where participants that remained housed successfully for one year, were offered a voucher to use to move or remain in place if the landlord chose to enter the HCV program. Convincing existing landlords to enter the Housing Choice Voucher program was difficult for partners. Additionally, OHA found that tenants were hesitant to accept a voucher because it would require transition to new case management and any change to their stable environments was a cause for anxiety. As a result, the numbers of individuals that opted to use this opportunity were not as high as expected.

BB-THP+

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

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

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

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

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) **LHAP**	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 39	Actual housing units of this type after implementation of the activity = 16	No. These numbers are meant to decline as participants opt to move.
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) **LHAP - OG**	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0	Actual housing units of this type after implementation of the activity = 45	Yes. These numbers will decrease as participants convert to HAP contracts.
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 = 103	Actual housing units of this type after implementation of the activity = 98	No. The budget for this component was revised to serve fewer families.
BB-THP+	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 50	Actual housing units of this type after implementation of the activity = 22	No
BB-CalWORKs	Number of households who would not qualify for an available unit	Expected housing units of this type after	Actual housing units of this type	No.

	based on household composition = Zero (0)	implementation of the activity = 50	after implementation of the activity = 21	
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 = 223**	**Total housing units of this type after implementation of the activity = 202**	**No. Only 91% of the benchmark was met.**
HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **LHAP**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 39	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 16	No.
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) **LHAP - OG**	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0	Actual housing units of this type after implementation of the activity = 45	Yes. These numbers will decrease as participants convert to HAP contracts.
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 = 103	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 98	No.

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). **BB-THP+**	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 22	No
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	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 21	No.
Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	**Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)**	**Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 223**	**Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 202**	**No. Only 91% of the benchmark was achieved.**

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase). **LHAP**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 20	Actual number of households receiving these services after implementation of the activity = 0	No.
Number of new housing units made available for households at or	Number of households who would not qualify for an available unit based on household	Expected housing units of this type after implementation	Actual housing units of this type after	Yes. These numbers will decrease as participants

below 80% AMI as a result of the activity (increase) **LHAP - OG**	composition = Zero (0)	of the activity = 0	implementation of the activity = 45	convert to HAP contracts.
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 =103	Total actual number of households receiving these services after implementation of the activity = 98	No
Number of households receiving services aimed to increase housing choice (increase). **BB-THP+**	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =50	Total actual number of households receiving these services after implementation of the activity =22	No.
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	Total actual number of households receiving these services after implementation of the activity = 21	No.
Total number of households receiving services aimed to increase housing choice (increase).	**Total households receiving this type of service prior to implementation of the activity = Zero (0)**	**Total expected number of households receiving these services after implementation of the activity =223**	**Total actual number of households receiving these services after implementation of the activity = 202**	**No. 91% of the benchmark was achieved.**

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

Year Approved: 2010

Year Implemented: 2010

Year Amended: 2019

Description/Impact/Update: Allows OHA to alter the 12-month minimum stay requirement for tenants in PBV units. Under the existing PBV regulations, households must complete a one-year tenancy in the unit before they can request a tenant-based voucher and move with continued assistance. If a voucher or comparable tenant-based assistance was not available, OHA gave the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity allowed OHA to extend or reduce the minimum stay requirement for residents and gave OHA the discretion to prioritize the family on the HCV waitlist. In FY 2020, OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist.

The Tenancy Addendum form was modified to include the minimum stay requirement and was distributed to tenants when they moved into a PBV unit. For FY 2020, OHA required PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

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

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

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

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

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

Standard HUD Metrics				
HC #3: Decrease in Waitlist Time				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) = zero	Expected applicant time on waitlist after implementation of the activity (in months) = 60	Actual applicant time on waitlist after implementation of the activity (in months) = 60	Yes.
HC #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households at or below 80% AMI	Number of households at or below 80% AMI that	Expected number of households at or below 80% AMI	Actual housing units Number of households	Yes.

that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. (PBVs)	would lose assistance or need to move prior to implementation of the activity = Zero (0)	that would have assistance preserved and not need to move after implementation of the activity = zero	at or below 80% AMI that would lose assistance or not need to move of this type after implementation of the activity = zero	
HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 households	Actual number of households able to move to a better unit after implementation of this activity = 6 units	No.

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

Year Approved: 2008

Year Implemented: 2008

Year Amended: N/A

Description/Impact/Update: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. In FY 2020, OHA continued construction on the first two phases of Brooklyn Basin and completed construction on the units in Empyrean Towers. An additional 80 units were rehabilitated in OHA's existing project-based portfolio. The projected benchmarks included rehabilitation numbers for Oak Grove North and South disposition which were started but not completed during this FY. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

- Brooklyn Basin – A 65-acre site that will be completely transformed, with more than 3,000 residences, 32 acres of parks and open spaces, restored wetlands, a new marina and 200,000 square feet of retail and commercial space. The Authority worked with the City of Oakland and nonprofit developer, MidPen, to develop the affordable housing portion of this larger development. A total of 465 affordable units (110 for seniors and 355 for families) will be built in four phases. The first two phases (110 senior units and 101 family units) were under construction during the FY and are estimated to be

completed by December 2020. The third and fourth phases were in the predevelopment planning stage and the construction financing is projected to be complete in July 2020. An aerial representation of the entire project is shown below.

Brooklyn Basin

- Empyrean Towers –OHA worked with a developer to convert a 99-unit severely distressed SRO hotel in downtown Oakland into 66 affordable studio and 1-bedroom apartments. Construction was completed in mid FY 2020, and the project was completely leased during the FY.
- 15th and Harrison Street – A development with 80-120 affordable rental units. This project was in the predevelopment phase in FY 2020.
- 285 12th Street – a new partnership deal with EBALDC that was in the pre-development phase. This project entails construction of a new 65-unit affordable housing building with 3,500 square feet of commercial space on a former parking lot at 12th and Harrison St. in downtown Oakland.

285 12th Street

- Lake Park – a new partnership deal with EAH was in the pre-development phase to construct a 53-unit affordable housing building on the former site of the Kwik-Way Drive-In in the Grand Lake Neighborhood of Oakland.

Lake Park

OHA worked on a developer RFQ to facilitate a process to competitively select Developer Partners to create new affordable housing on sites owned by OHA and our affiliate organizations and on new development sites throughout Oakland.

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

Actual Changes to Metrics/Data Collection: OHA revised the benchmarks per the request of HUD (FY 2017) to reflect only the annual changes that have been completed instead of units that are in the construction pipeline as reflected below in HC#1 and HC#5. There were no changes to the data collection methodology to report.

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

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

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 66 units under construction during the Fiscal Year.	Actual housing units of this type after implementation of the activity = 66 units were completed and leased during the Fiscal Year	Yes. The benchmark achieved.
HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 80 units rehabilitated	Actual housing units of this type after implementation of the activity = 80 units	Yes – 80 units were rehabbed in OAHPI.

type of household, give that type in this box.				
HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity =65 households	Actual number of households able to move to a better unit after implementation of this activity = 65 units	Yes.

MTW Activity #06-01: Site Based Wait Lists

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

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

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

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

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

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

OHA and Standard Metrics
CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%	Actual average rate of errors in completing the task = 3.9%	Yes.
HC #3: Decrease in Wait List Time				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =60 months	Expected average number of months applicants spend on site based waitlist per site	Actual average number of months applicants spent on waitlist	No.
Campbell Village	60 months	48 months	77 months	
Lockwood Gardens	60 months	48 months	66 months	No
Peralta Villa	60 months	48 months	66 months	No
Harrison Towers	60 months	48 months	78 months	No
Adel Court	60 months	48 months	83 months	No
Oak Grove North	60 months	48 months	n/a months	Leasing is suspended pending disposition rehab.
Oak Grove South	60 months	48 months	n/a months	Leasing is suspended pending disposition rehab.
Palo Vista Gardens	60 months	48 months	58 months	Yes
Linden Court	60 months	48 months	n/a months	No leasing activity because of no vacancies.
Mandela Gateway	60 months	48 months	78 months	No

Chestnut Court	60 months	48 months	70 months	No
Foothill Family Apts	60 months	48 months	n/a months	No leasing activity because of no vacancies.
Lion Creek Crossing	60 months	48 months	42 months	No.
OHA Metric - Vacancy Rate per public housing site				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%	Actual Vacancy rate per site (percentage)	
Campbell Village	2%	2%	5%	No
Lockwood Gardens	2%	2%	2.71%	No
Peralta Villa	2%	2%	1.29%	Yes
Harrison Towers	2%	2%	10%	No. Harrison leasing is suspended pending disposition and rehab.
Adel Court	2%	2%	2%	Yes
Oak Grove North	2%	2%	N/A sites designated for dispo	n/a
Oak Grove South	2%	2%	N/A sites designated for dispo	n/a
Palo Vista Gardens	2%	2%	3%	No
Linden Court	2%	2%	2.6%	No
Mandela Gateway	2%	2%	0.8%	Yes
Chestnut Court	2%	2%	3%	No
Foothill Family Apts	2%	2%	0%	Yes
Lion Creek Crossing	2%	2%	1%	Yes

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

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

Description/Impact/Update: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process. In FY 2020, OHA used this activity to award 25 PBV units to 285 12th Street.

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

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $7,500 per RFP	Expected cost of task after implementation of the activity = $0	One project was awarded PBV funding in FY 20 without competitive process. The cost would have been $7,500 for an RFP and instead was 0	Benchmark was achieved.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours	Expected amount of total staff time dedicated to	One project was awarded PBV funding	Yes.

	per RFP	the task after implementation of the activity = 35 hours per project award.	without competitive process for 15 staff hours.	

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

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

Description/Impact/Update: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process. This activity was created to reduce the administrative time and development costs associated with issuing a RFP and to increase housing choices by creating new or replacement affordable housing opportunities. In FY 2020, OHA did not use this activity.

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

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

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

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

Standard HUD Metrics CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $7,500 per RFP	Expected cost of task after implementation of the activity = $0	Zero projects were awarded PBV funding without an OHA administered RFP = Cost savings of $0	OHA did not use the activity.
CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**

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

B. Not Yet Implemented Activities

Table 15 Approved MTW Activities Not Yet Implemented					
Activity #	**Fiscal Year Implemented**	**MTW Activity Name**	**Description**	**Statutory Objective(s)**	**Authorization(s)**
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: • 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

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

Year Approved: 2017

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

To stem this tide of owners leaving the program for unassisted tenants, OHA will offer HCV owners an automatic rent increase that will be initiated by OHA. The amount of the increase will be determined by OHA for targeted small area rental markets identified by OHA. The automatic rent increase amount will be set using multiple data sources for small targeted geographic areas within the larger jurisdiction as identified by OHA. For selected targeted small rental market areas, OHA will conduct a rent increase analysis using internal and external data sources. Internal data sources may include the number of requested and approved increases and the amounts approved, and/or the average rent in the targeted small market area for new Section 8 contracts. The external data sources may include various available data sources including the

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

Actions Taken Toward Implementation: OHA put significant efforts in FY 2019 towards developing a research partnership with UC Berkeley to explore various questions and aspects of landlord behavior, incentives, motivations and other useful metrics. Due to challenges in executing the partnership, OHA was forced to put the research project on hold in FY 2020 and in FY 2021 plans to explore other partnership opportunities.

MTW Activity #13-01: Rent Reform Pilot Program

Year Approved: 2013

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

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

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

Actions Taken Toward Implementation: OHA worked with the business system vendor to develop a specification for a modification to allow biennial and triennial re-certifications to be tracked and scheduled. OHA is currently waiting for the vendor to deliver the software modification so that it can be tested and implemented and the appropriate metrics for this activity can be tracked. These sites are being transitioned to a different property management

group and company and planning for this activity cannot begin until the transition is complete. We anticipate the timeline for the transition to be end of FY 2021.

C. Activities on Hold

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

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

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2012

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

Actions Taken Toward Reactivation: OHA held this activity off-line due to the pending nature of the disposition application for the senior sites. The disposition application was approved in early FY 2019. OHA expects the activity to be removed from hold in FY 2021.

MTW Activity #10-08: Redesign FSS Program

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

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.

Action Taken Toward Reactivation: OHA reviewed the FSS program and updated the Action Plan but determined that none of the changes required MTW waivers to implement. OHA will continue to monitor FSS waivers implemented by other MTW housing authorities to determine if any are relevant and useful to OHA's FSS program. OHA has included a redesign and re-proposal of this activity in FY 2021 plan and expects to activate it during FY 2021.

MTW Activity #09-01: Alternative HQS System

Year Approved: 2009

Year Implemented: 2010

Year Placed on Hold: 2017

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

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

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

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

Description of MTW Activity: Provide temporary subsidy funding to buildings 1) that were developed with assistance from the City of Oakland, 2) where there is a risk of an imminent

threat of displacement of low income households, and 3) where it can be reasonably expected that providing short-term subsidy assistance will provide the necessary time to preserve the affordable housing resource.

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

Closed Out Activities

OHA does not have any closed out activities to report for FY 2020.

Section V. Sources and Uses of Funds

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

1) Actual Sources of MTW Funding for the Fiscal Year

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

2) Actual Uses of MTW Funds in the Plan Year

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

3) Activities that Used Only the Single Fund Flexibility

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

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

Fund Deferred Maintenance and Capital Improvements

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

Fund Development

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

Construction continued on Phase 1 and 2 of Brooklyn Basin, which will add 110 senior and 101 family units of affordable housing as part of a large redevelopment of a 65-acre plot of land previously owned by the Port of Oakland. Construction on Empyrean Towers was completed and 65 units of affordable housing leased up. OHA entered into two new development partnerships with EBALDC and EAH respectively to develop two new sites with affordable housing called 285 12th Street and Lake Park.

Economic Development Initiatives, Community Partnerships, Resident Services

During FY 2020, the Tech Exchange Digital Literacy Learning Project continued to provide youth, adults and seniors at Lockwood Gardens with digital literacy training through a grant from the California Advanced Services Fund (CASF). All graduates received a Certificate of

Completion, a desktop computer with Microsoft applications installed and an FCP USB wristband for document storage. Since the program inception in October 2018, 118 residents have completed the 8-hour training program and received a computer.

Because the majority of the grant budget is for computers and digital literacy instruction through Tech Exchange, a grant extension was approved on December 31, 2019 to continue providing digital literacy classes through June 30, 2020. This grant extension was intended to allow OHA and Tech Exchange to re-engage outreach efforts, customize an intermediate level curriculum, focus on youth participation during out of school breaks, and continue serving participants enrolled in the Lockwood GED program with the goal of training and distributing computers to an estimated 60 additional residents. However, due to COVID-19, in-person classes temporarily ceased in mid-March 2020. On May 1, 2020, OHA and Tech Exchange received official notice that all CASF grant project deadlines were suspended due to COVID-19's public health impact. At the time of publication of this Report, CASF did not publish the new grant project deadlines, and OHA did not yet reopen to conduct in-person classes.

The Family and Community Partnerships department (FCP) facilitated and hosted many community-building events and activities to expand supportive services for OHA families and the community. Through the Education and Employment Initiatives, FCP assisted many OHA families to achieve self-sufficiency and obtain their life goals. Staff delivered most of the supportive services from OHA administrative resident services buildings in East and West Oakland, and participants used Wi-Fi connected computer labs that are were to the residents and the public. Once the Leadership closed the offices and labs to the public to prevent the spread of COVID-19, OHA leveraged existing partnerships and promptly shifted families to virtual learning setups by providing residents technology devices as well as internet service. The supports offered to residents consist of in-person and virtual computer training, job search assistance, job readiness trainings, and educational pursuits.

Additionally, OHA provided approximately 1,600 summer lunches to youth aged 0 to 18 years. Staff operated community food pantries in both East and West Oakland public housing sites to promote healthy food choices for all. During the FY, over 1,300 families received food assistance in East and West Oakland, including an average of 160 non-resident families over the course of the year.

In the beginning of the FY, FCP served the health and wellness needs of OHA's families through partnerships with Samuel Merritt University and St. Mary's Center who provided wellness screenings, health education and comprehensive medical supports in behavioral and oral health services to OHA residents regardless of insurance. The Samuel Merritt University student nurses provided the following at both sites: BINGO/blood pressure checks, Zumba classes, Salsa Dancing classes, healthy snack preparation ideas, health screenings, and mindfulness classes. Due to the COVID-19, OHA launched a partnership with Spectrum Senior Lunch Delivery program in late March 2020 to deliver healthy lunches for 76 Peralta Village senior residents. The home deliveries are provided by eight (8) Spectrum Volunteers. Between March and July 2020, 4,583 meals were delivered. OHA also supported 170 youth with summer employment opportunities, assisted 37 residents with college enrollment, and enrolled 22 residents into a GED program.

Building resident capacity is critical to OHA's vision, and OHA utilized MTW flexibility to provide a level of support beyond housing to enhance resident educational, health and wellbeing outcomes. Using subject matter expert partners, FCP continued a Baby Play Group held at Lockwood Gardens in partnership with Safe Passages in support of the "Baby Learning Communities Collaborative." During FY 2020, Safe Passages continued their Baby Play Group targeting families with children "1-5" years of age to participate in a 13-week series of workshops focused on the following learning components: Child Development, Positive Parenting and Attachment, Social-Emotional Development, Early Literacy, Reading for Fun and more in preparing children for pre-school. Safe Passages also began a new bi-weekly Parent Workshop series that met every other Friday on-site at Lockwood Gardens for 10-weeks. Public housing residents came together to discuss family issues, receive support, and created a resident network with other parent caregivers. Topics included boundaries, how to model healthy relationships with children, self-care, grandparent caregiver support, and conflict resolution. In partnership with the Alameda County Public Health Department, FCP hosted the "Food as Medicine" program where residents learned about the importance of cooking with whole grains and vegetables and other healthy food choices. The cooking class operated for several months through March 2020, until facilities were closed due to COVID-19.

Through partnerships with Alameda County Community Food Bank, Imperfect Foods, Semi-Freddi's Bakery and Mandela Marketplace, the FCP Department hosted a monthly food distribution at multi-family housing developments. Residents received free bread, vegetables, fruit, meat, eggs, boxed and canned goods. OHA provided 3,334 household members with food bags this fiscal year. The FCP Department continued to seek out service organizations to support families in all facets of their lives.

In FY 2020, the inventory of homes for sale in the Bay Area remained low and the cost of housing high. However, the homeownership program remained of great interest to OHA residents. During FY 2020, OHA received a large number of requests to be added to the interest list, which exceeded 200+ residents. It is important to note that the homeownership program contacted 196 residents from the interest list and invited them to submit documentation confirming that they met the minimum program requirements. The majority of interested residents did not currently meet the program requirements. However, these residents were referred to other programs to receive assistance with employment, credit building and savings. For example, many residents were referred to the Family Self-Sufficiency (FSS) Program because the FSS program provides financial literacy, which includes credit and income building, as well as an escrow savings account that is often used to assist with the down payment and closing costs when purchasing a home.

In FY 2020, OHA held five homeownership orientations for those residents that did meet the minimum guidelines. Overall, participants purchased 117 homes since inception of the

program, with four (4) new homes purchased this fiscal year. During the year, 20 FSS participants accumulated $331,344.65 in escrow savings, which is an indicator of the program success.

Providing a Consistent Level of Security to OHA Residents

It is of critical importance to OHA's management strategies to provide consistent and effective security to residents, through both physical design and law enforcement. Activities by the Oakland Housing Authority Police Department (OHAPD) were funded exclusively through the single-fund flexibility. OHAPD's commitment to community policing and crime prevention helped reduce crime and violence, which made properties and the community at large safer. By offering a variety of crime prevention programs and youth activities, OHAPD provided quicker response to requests from residents by offloading crime response from the overburdened Oakland Police Department. Approximately $310,000 in MTW funds were used for equipment purchases for the OHA Police Department.

In FY 2020, OHAPD conducted several youth events such as end of school block parties, hiking outings, as well as bicycle excursions designed to promote health and exercise. An annual highlight is the Holiday Giveaway where 1,200 children received toys and participated in a holiday party. Approximately $30,000 was raised by OHAPD to help sponsor this award winning holiday event. These community events enabled the police and residents to interact and build trust, recognition and relationships.

OHAPD contributed to resident development of leadership and career exploration by having sixteen (16) public housing, PBV, and HCV residents participate in the Police Explorer Program, which was established to provide youth ages 14 to 21 an opportunity to work within a police department, or other Authority departments. The goal of this program is to enhance the relationship between young adults in our communities, members of law enforcement, OHA staff, and to provide job skills for young adults in order for them to ultimately compete for positions at OHA or other public of private entities. Every year, OHAPD attends many community neighborhood crime prevention council meetings and OHA community meetings with the goal of collecting information provided by residents and other community members in order to resolve issues that affect the safety and security of OHA communities.

In addition to the larger community gatherings, OHAPD expanded its presence by hosting small, intimate gatherings called "Coffee with a Cop" and "Ice Cream with a Cop". These events provided a great venue to discuss issues with policy officers to facilitate police legitimacy, credibility and community and received a warm reception by OHA residents.

Goal and Achievements to Reduce Violent Crime

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

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

Goal and Achievements for Community Involvement

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

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

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

Table 17. Describe Actual Use of MTW Single Fund Flexibility
SDHC uses MTW single fund flexibility to implement and operate programs for HCV and Public Housing program participants.

Fund Deferred Maintenance and Capital Improvements

Decades of decreased capital funding and the following deferred maintenance have resulted in needs at OHA sites that far exceed the amount of funding that OHA receives. As a result, OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its sites.

Fund Development

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

Construction continued on Phase 1 and 2 of Brooklyn Basin, which will add 110 senior and 101 family units of affordable housing as part of a large redevelopment of a 65-acre plot of land previously owned by the Port of Oakland. Construction on Empyrean Towers was completed and 65 units of affordable housing leased up. OHA entered into two new development partnerships with EBALDC and EAH respectively to develop two new sites with affordable housing called 285 12th Street and Lake Park.

Economic Development Initiatives, Community Partnerships, Resident Services
During FY 2020, the Tech Exchange Digital Literacy Learning Project continued to provide youth, adults and seniors at Lockwood Gardens with digital literacy training through a grant from the California Advanced Services Fund (CASF). All graduates received a Certificate of Completion, a desktop computer with Microsoft applications installed and an FCP USB wristband for document storage. Since the program inception in October 2018, 118 residents have completed the 8-hour training program and received a computer.

OHA successfully negotiated a 6-month extension to the JobsPlus grant, a four year grant to facilitate job skills and employment for public housing residents in West Oakland.

Because the majority of the grant budget is for computers and digital literacy instruction through Tech Exchange, a grant extension was approved on December 31, 2019 to continue providing digital literacy classes through June 30, 2020. This grant extension was intended to allow OHA and Tech Exchange to re-engage outreach efforts, customize an intermediate level curriculum, focus on youth participation during out of school breaks, and continue serving participants enrolled in the Lockwood GED program with the goal of training and distributing computers to an estimated 60 additional residents. However, due to COVID-19, in-person classes have ceased since mid-March 2020. On May 1, 2020, OHA and Tech Exchange received official notice that all CASF grant project deadlines are suspended due to COVID-19's public health impact. Specific grant project deadlines will be communicated to grantees once the shelter in place order has been lifted and OHA will continue in-person classes at that time.

The Family and Community Partnerships department (FCP) facilitates and hosts many community-building events and activities to expand our supportive services for OHA families and the community. Through our Education and Employment Initiatives, FCP has assisted many OHA families to achieve self-sufficiency and obtain their life goals in our administrative resident services buildings in East and West Oakland using our Wi-Fi connected computer labs that are open to the residents and the public. The supports offered to residents consist of computer training, job search assistance, job readiness trainings, and educational pursuits. The computer lab also serves as a place for young people to complete their schoolwork, receive tutoring, and apply for college and scholarships.

Families took advantage of financial literacy classes as they entered the workforce to break the generational line of poverty. OHA provided approximately 1,600 summer lunches to youth aged 0 to 18 years. We operated community food pantries in both East and West Oakland public housing sites to promote healthy food choices for all. During the fiscal year, over 1,300 families received food assistance in East and West Oakland, including an average of 150 non-resident families over the course of the year.

Through partnerships with Alameda County Community Food Bank, Imperfect Foods, Semi-Freddi's Bakery and Mandela Marketplace, the FCP Department hosted a monthly food distribution at our multi-family housing developments. Residents received free bread, vegetables, fruit, meat, eggs, boxed and canned goods. OHA provided 3,334 household members with food bags this fiscal year. The FCP Department continued to seek out service organizations to support our families in all facets of their lives.

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

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

B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2020.

Table 18: Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?	**Yes**
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan	**No**
iii. Did the MTW PHA provide a LAMP in the appendix?	**No**

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

Section VI. Administrative

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

There are no items to report under this section.

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

There are no items to report under this section.

C. Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority certifies the submission of the Fiscal Year 2020 MTW Annual Report and that the Oakland Housing Authority has met the three statutory requirements of:

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

The FY 2020 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

Appendices

Appendix A. Project-Based Voucher Allocations

Appendix B. Overview of Other Housing

Appendix C. Affordable Housing Development Activities by Unit Type

Appendix D. MTW & Non-MTW Housing Stock

Appendix E. Waitlist Demographic Data

Appendix F. Glossary of Acronyms

APPENDIX A

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	19	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	10	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	14	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	35	5/8/2012	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	6/11/2011	96	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 Street Loft 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
Hamilton Apts	12/5/2016	92	3/15/2019	Low income and homeless individuals (08)
Drachma Housing	12/5/2016	11	3/1/2019	Low Income Seniors (08)
Westlake Christian Terrace West	2/27/2017	121	2/25/2019	Low Income Seniors (08)
Redwood Hill Townhomes	6/1/2015 & 5/23/2016	27	5/28/2019	Low Income Families/Special Needs
Oak Grove South	8/28/2017	77	12/9/2019	Senior Housing
International Blvd Apts	12/5/2016	18	12/11/2019	Low Income Families (08)
Camino 23	5/23/2016	26	12/20/2019	Low Income Families/Special Needs
Fruitvale Transit Village - Phase IIA a.k.a. Casa Arabella	5/23/2016	66	12/20/2019	Low Income Families/VASH (20)
The Town Center	12/5/2016	50	1/10/2020	Low Income Families (08)
3706 San Pablo Avenue Additional vouchers awarded Additional vouchers awarded	6/1/2015 5/23/2016 5/22/2017	10 5 5	2/25/2020	Low Income Families
Eastside Arts & Housing	2/27/2017	10	1/29/2020	Low Income Families (08)
Embark Apartments	5/23/2016	61	2/24/2020	Affordable Housing for Veterans / VASH (31)
Courtyards at Acorn	12/5/2016	27	1/10/2020	Low Income Families (08)
Bishop Roy C. Nicholas	12/5/2016	17	3/12/2020	Low Income Seniors (08)
Empyrean	10/24/2016	32	6/15/2020	Low Income Families
Units under HAP Contract		**3,923**		

RFQ 16-08	**Date of BoC approval**	**# PBV Units**	**HAP Contract Date**	**Population Served**
Oak Street Apts	12/5/2016	25	pending	Low Income Seniors (08)
Northgate Apts	12/5/2016	14	pending	Low Income Families (08)
Kenneth Henry Court	2/27/2017	15	pending	Low Income Families (08)
Sylvester Rutledge Manor	12/5/2016	64	pending	Low Income Seniors (08)
Existing units that will convert to PBV		**118**		
AHAP Contracts	**Date of BoC approval**	**# PBV Units**	**AHAP Contract Date**	**Population Served**
Brooklyn Basin	2/1/2018	132	11/29/2018	Seniors and Low income Families
3268 San Pablo	6/25/2018	50	6/24/2019	formerly homeless and veterans
Nova Apartments	7/23/2018	56	10/30/2019	Low Income Families
Oak Grove North	8/28/2017	75	11/5/2019	Senior Housing
Coliseum Place	5/23/2016	37	11/12/2019	Homeless, HOPWA and Low-income
Aurora Apartments	7/23/2018	43	*12/16/2019*	special needs
Units under AHAP Contract		**393**		
Conditional Awards	**Date of BoC approval**	**# PBV Units**	**AHAP Contract Date**	**Population Served**
Brooklyn Basin 3	2/26/2018	65	*pending*	Low Income Families/Special Needs
Brooklyn Basin 4	2/26/2018	61	*pending*	los income families/special needs
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
3801 MLK Family Housing	7/23/2018	16	*pending*	families and special needs
W Grand and Brush	7/23/2018	28	*pending*	formerly homeless
34th and San Pablo	7/23/2018	25	*pending*	Low income families
7th and Campbell	7/23/2018	20	*pending*	formerly homeless
Additional vouchers awarded	2/1/2019	19	*pending*	formerly homeless
Ancora Place	4/29/2019	31	pending	low income families/special needs
Friendship Senior Housing	4/29/2019	34	pending	special needs/seniors
95th and International	4/29/2019	27	*pending*	formerly homes/low income families
285 12th St	7/22/2019	25	*pending*	formerly homes/low income families
Units with conditional award		**438**		
Total PBV Units Allocated		**4,872**		

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

APPENDIX B

Overview of Other Housing

Overview of Other Housing							
		Total Unit Count - All Tax Credit Units	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Tax Credit Only *	Other HUD Funding	Unsubsidized Units
HOPE VI Sites							
	Chestnut Court	72	45		11		1
	Linden Court	79	38		12		1
	Mandela Gateway	168	46	30	36		2
	Foothill Family Apartments	65	21	11	12		0
	Lion Creek Crossings - Phases 1 - 5	567	157	171	153		5
Other Mixed Developments							
	Tassafaronga Village - Phases 1 and 2	157		99	45		2
	Cathedral Gardens	100		43	55		1
	Keller	201			166	157	33
	Harrison Senior	73		11	61	62	1
	Lakeside Senior Apts.	92		91			1
	Prosperity Place	71		35	36	8	
	ACTS/CYRENE	59		14	44		1
	Empyrean Towers	66		32	33		1
	AveVista	68		34	30		1
	Total Units	**1838**	**307**	**571**	**694**	**219**	**50**

APPENDIX C

Affordable Housing Development Activities

Affordable Housing Development Activities by Unit Type						
	FY 2020 Outcomes Non-traditional Units	FY 2020 Outcomes Traditional Units	Total Units	Public Housing	Project-Based Vouchers	Tax Credit Only
PREDEVELOPMENT						
Brooklyn Basin	207	258	465	0	258	203
15th and Harrison	62	11	73	0	11	62
Total in Predevelopment	*207*	*269*	*583*	*0*	*269*	*265*
UNDER CONSTRUCTION						
Brooklyn Basin	207	258	465	0	258	203
Total Under Construction	*79*	*46*	*125*	*0*	*46*	*78*
PLACED IN SERVICE						
Empyrean Towers	33	32	66	0	32	33
Total Placed in Service	*33*	*32*	*66*	*0*	*32*	*33*
REHABILITATION						
OAHPI	0	80	1,539	0	1,539	0
Oak Groves	0	0	152	0	0	0
Total Rehabilitation	*0*	*51*	*1,691*	*0*	*1,539*	*0*
COMBINED TOTAL	**319**	**398**	**2,465**	**0**	**1,886**	**376**

APPENDIX D

MTW and Non-MTW Housing Stock

FY 2020 MTW Housing Inventory MTW and Non-MTW housing stock		
		End 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
	Palo Vista Gardens	100
		383
HOPE VI Sites*		
	Linden Court	38
	Mandela Gateway	46
	Chestnut Court	45
	Foothill Family Apts.	21
	Lion Creek Crossings Phase 1	45
	Lion Creek Crossings Phase 2	54
	Lion Creek Crossings Phase 3	37
	Lion Creek Crossings Phase 4	21
		307
	TOTAL PUBLIC HOUSING	**1,454**
VOUCHER PROGRAM		
MTW		
	General MTW HCV	12,866
Non -MTW		
	VASH	396
	Section 8 Mod Rehab	143
	Section 8 Mainstream	212
	FUP	101
	NED	85
	Tenant Protection Vouchers	141
	Shelter plus Care (S+C)	331
TOTAL		**15,729**

APPENDIX E

Waitlist Demographic Data

Voucher Programs Waitlist Demographic Information

	Count	% of Total
Total HH on Wait List	36,023	100.0%
Family Type Based on HoH	0	
Elderly (≥ 62 years old)	5,769	16.0%
Elderly Disabled	1,642	4.6%
Elderly Non-Disabled	4,030	11.2%
Disabled (< 62 years old)	3,367	9.3%
Family	22,830	63.4%
Total	37,638	104.5%
Age of All HH Members		
0 - 5 years old	5,810	19.8%
6 - 12 years old	4,293	14.6%
13 - 17 years old	1,550	5.3%
18 - 24 years old	3,143	10.7%
25 - 55 years old	8,394	28.6%
56 - 61 years old	2,443	8.3%
≥ 62 years old	3,708	12.6%
Total	29,341	100.0%
Race Based on HoH		
White	1,106	3.1%
Black/African American	9,920	27.5%
American Indian/Alaskan Native	152	0.4%
Asian	6,458	17.9%
Native Hawaiian/Other Pacific Islander	118	0.3%
More than 1 Race and/or Other	999	2.8%
Not Reported	17,270	47.9%
Total	36,023	100.0%
Ethnicity Based on HoH		
Hispanic	1,208	3.4%
Non-Hispanic	11,718	32.5%
Not Reported	11,112	30.8%
Total	24,038	66.7%

	Count	% of Total
Gender of HoH		
Female	10217	28.4%
Male	5317	14.8%
Total	8534	23.7%
HH by Unit Size	0	
0 BD (Studio)	2208	6.1%
1 BD	8780	24.4%
2 BD	6693	18.6%
3 BD	2108	5.9%
4 BD	102	0.3%
5 BD	7	0.0%
6 BD	0	0.0%
Total	19,898	55.2%
Average HH Size	1.99	

*Not available for OAHPI or HCV waitlists.

HoH = Head of Household

HH = Household

	Percent of Area Median Income (AMI)				
HH Size by Income Group	0% - 30%	31% - 50%	51% - 80%	Over 80%	Total
1 Person HH	12504	2251	67	184	15006
2 Person HH	7830	2167	133	113	10243
3 Person HH	3556	871	11	51	4489
4 Person HH	1987	404	8	29	2428
5 Person HH	746	174	1	11	932
6+ Person HH	544	118	0	4	666
Total	27,167	5,985	220	392	33764
%	75.4%	16.6%	0.6%	1.1%	93.7%

Public Housing Waitlist Demographic Information

	Count	% of Total
Total HH on Wait List	2889	100.0%
Family Type Based on HoH		
Elderly (≥ 62 years old)	678	23.5%
Elderly Disabled	311	10.8%
Elderly Non-Disabled	711	24.6%
Disabled (< 62 years old)	75	2.6%
Family	1,458	50.5%
Total	3,233	100.0%
Age of All HH Members		
0 - 5 years old	129	5.0%
6 - 12 years old	298	11.5%
13 - 17 years old	192	7.4%
18 - 24 years old	31	1.2%
25 - 55 years old	502	19.3%
56 - 61 years old	116	4.5%
≥ 62 years old	1,333	51.2%
Total	2,601	100.0%
Race Based on HoH		
White	218	7.5%
Black/African American	1,159	40.1%
American Indian/Alaskan Native	32	1.1%
Asian	1,222	42.3%
Native Hawaiian/Other Pacific Islander	46	1.6%
More than 1 Race and/or Other	74	2.6%
Not Reported	138	4.8%
Total	2,889	100.0%
Ethnicity Based on HoH		
Hispanic	148	5.1%
Non-Hispanic	2,128	73.7%
Not Reported	466	16.1%
Total	2,742	94.9%

	Count	% of Total
Gender of HoH		
Female	952	33.0%
Male	877	30.4%
Total	1829	63.3%
HH by Unit Size		
0 BD (Studio)	0	0.0%
1 BD	1,260	43.6%
2 BD	763	26.4%
3 BD	342	11.8%
4 BD	35	1.2%
5 BD	3	0.1%
6 BD	1	0.0%
Total	2,404	83.2%
Average HH Size	1.96	

*Not available for Lockwood or Peralta Village.

HoH = Head of Household

HH = Household

	Percent of Area Median Income (AMI)				
HH Size by Income Group	0% - 30%	31% - 50%	51% - 80%	Over 80%	Total
1 Person HH	999	12	5	3	1019
2 Person HH	1083	35	4	7	1129
3 Person HH	342	30	3	0	375
4 Person HH	109	10	2	0	121
5 Person HH	27	5	1	0	33
6+ Person HH	42	2	0	0	44
Total	2,602	94	15	10	2706
%	90.1%	3.3%	0.5%	0.3%	94.2%

APPENDIX F

Glossary of Acronyms

Glossary

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

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

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

ASCO – Alameda County Sheriff's Office

BB – Building Bridges Initiative

BBSRO – Building Bridges Single Room Occupancy program

BBTHP+ - Building Bridges Transitional Housing Program Plus

BBCalWORKs – Building Bridges CalWORKs program

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OGN / S – Oak Groves North and Oak Groves South

OHA – Oakland Housing Authority.

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

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

RA – Reasonable Accommodation

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

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

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

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

SBHAP – Sponsor Based Housing Assistance Programs

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

SSA – Alameda County Social Services Agency

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

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

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

VAWA – Violence Against Women Act