

# Making Transitions Work

## ANNUAL PLAN



### Supporting Our OHA Community



Oakland Housing  
Authority

**FISCAL YEAR 2023**

JULY 1, 2022 – JUNE 30, 2023

**DRAFT**

## **Fiscal Year 2023 MTW Annual Plan**

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# Oakland Housing Authority

## Fiscal Year 2023 MTW Annual Plan

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## Section I. Introduction



### Message from the Executive Director

During Fiscal Year 2023 (FY 2023), we are excited to take the lessons learned and innovative methods tested over the past few years to continue forging new paths and adapting to new challenges as they come. As OHA, the nation, and the world continue to cope with a life altering pandemic, we will protect and serve our residents through evidence-based health protocols, evolving technology, and equitable programs all while ensuring prudent stewardship that centers on the agency's long-term fiscal stability. The health and safety of our staff and the families who call our communities home remain our primary concern as we adapt our operations and policies to ensure that we can continue providing a high level of service.

Our mission and vision are more important now than ever before as essential service providers. Our employees remain committed to helping each resident find the best pathway for individual success and long-term resiliency. Working together, we can strengthen community bonds by uplifting and engaging families to help them shape not only their future but the future of Oakland as we intentionally ensure diversity, equity and inclusion is woven through all that we do.

Achieving these positive outcomes requires strong alliances with experts throughout our community. The public health and safety concerns raised by the pandemic shone additional light on the growing need to assist unsheltered families and individuals in our City using both locally and nationally deployed resources. OHA continually seeks new community partners and works to expand existing relationships within the City and County. In FY 2023, leveraging new resources such as the Emergency Housing Vouchers (EHVs) and Foster Youth to Independence (FYI) voucher awards, OHA will assist thoughtfully and kindly more families in need. As an experienced innovator using MTW flexibility, OHA is primed to build on existing Homekey funding awards from the State and expand housing with needs-based services to persons experiencing homelessness. These projects align with agency priorities by connecting extremely vulnerable and/or low-income families to services-enriched housing in stable and thriving communities.

I would like to take this opportunity to thank our Oakland Mayor Libby Schaaf and the City of Oakland, our Alameda County partners, the Continuum of Care leadership team, the contingent of Bay Area regional housing authorities and our HUD partners for their strong continued collaboration with OHA, and importantly, the dedicated public servants that make up the staff and Board of Commissioner team who deliver essential services to the Oakland community as we look ahead to a productive year in FY 2023.



## **Introduction**

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

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

## **MTW Demonstration Program**

The United States Department of Housing and Urban Development (HUD) selected OHA to participate in the Moving to Work (MTW) Demonstration program in 2001. OHA executed its first MTW agreement with HUD in March of 2004. Initially, it executed a seven-year agreement, which would have expired on June 30, 2011. However, OHA and HUD signed the Amended and Restated Moving to Work Agreement (Agreement), which extended OHA's participation in the MTW Demonstration through June 30, 2018. In December 2015, Congress authorized the extension of the MTW agreements of the 39 existing MTW agencies to terminate in year 2028. This extension allowed OHA to continue its localized housing programs and to continue to implement various innovations that remove barriers to housing for OHA families. Since 2021, HUD admitted 70 agencies to the expansion of the MTW Demonstration Program. HUD plans to expand the MTW program by an additional 30 PHAs in 2022. Currently, OHA is one of 109 public housing authority participants in the demonstration nationally.

The MTW Demonstration waives certain provisions of the Housing Act of 1937, its implementing requirements and regulations. In addition, using MTW waivers, OHA may combine funding from different HUD programs such as public housing operating subsidy, Capital Fund, and the Housing Choice Voucher (HCV) program funds, into a Single Fund Budget with flexibility to use the funding as approved across programs. MTW offers a unique opportunity for housing authorities to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. OHA may use MTW funds in the Single Fund Budget for approved eligible MTW activities including housing assistance, capital improvements, acquisition and new construction, and resident services. In addition, OHA's agreement allows the MTW funds to be used outside of the traditional public housing and HCV programs to support local housing activities. OHA renamed the MTW program "*Making Transitions Work*" in order to acknowledge the various ways MTW can facilitate transitions for families across the phases of the housing spectrum and to better reflect the potential of the demonstration to positively impact the lives of Oaklanders.

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

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

In compliance with its MTW Agreement, OHA must meet each statutory requirement by implementing the activities discussed in this Annual Plan. OHA’s plan for achieving each requirement is detailed in Section II. Additionally, OHA must design and implement all approved MTW activities to meet at least one of the statutory objectives. Many of OHA’s MTW initiatives meet more than one of the statutory objectives and the discussion of these goals and the various strategies OHA will use to meet them, to serve the existing 35,000 program participants, and expand assistance to additional families in need is included in Section IV.

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

Short-term Goals and Objectives

After two years of modified operations in response to the COVID-19 pandemic, OHA plans to continue to adhere to local, state, and national guidance regarding sheltering in place. The leadership team also will explore longer-term remote working options in efforts to provide a safe, yet highly functional and customer-oriented approach to operations, especially for elderly and disabled populations. Using the groundwork laid over the past two years, OHA will use diverse methods of communication and a variety of resources and supports for both residents and staff as the environment and recommendations evolve. Staff anticipates that many measures put in place during 2020 and 2021 such as personal protective equipment (PPE), teleworking, virtual briefings and contactless inspections may continue into FY 2023. OHA also may opt to continue procedures pioneered during pandemic conditions that prove to be more efficient, convenient, and preferable to residents and owners.



The pandemic day lighted and, in the case of Oakland, exacerbated the myriad of challenges



experienced by housers, not the least of which are the exceedingly high need for and the incongruent availability and supply of affordable housing. As a result, OHA developed new and expanded existing housing assistance programs directed at communities with special housing needs like homeless families with children. Additionally, the City of Oakland and OHA enthusiastically signed on to participate in President Biden’s initiative *House America: An All-Hands-On-Deck Effort to Address the Nation’s Homelessness Crisis*. During the fiscal year, the Authority plans to increase its commitment to the President’s and Mayor Schaaf’s House America goals by launching a new component of the Sponsor-based Housing Assistance Program (SBHAP) assisting individuals exiting Oakland’s Community Cabins, supplementing housing navigation and acquisition assistance for voucher program participants, and applying MTW

flexibilities to non-MTW programs to increase leasing and stability for all OHA families. In total during FY 2023, OHA plans to use its funding and flexibilities to re-house over 800 individuals and families, over half of the Mayor’s goal of 1,500 Oaklanders by the end of the year.



#### Priorities:

- ❖ Lease all EHV’s awarded to provide emergency housing relief and FYI vouchers to assist Foster Youth
- ❖ Focus efforts to lease all public housing and PBV sites to at least 98%
- ❖ Complete unit rehabilitations and maintenance turns within the prescribed benchmarks
- ❖ Operate safely based on recommended local, state and national guidelines using waivers and supplemental funding to sustain high quality functionality
- ❖ Improve reporting and transparency through developing at least one dashboard per department based on real-time business system information
- ❖ Strengthen inter-agency partnerships to implement multistage (transitional and permanent) solutions to eliminate homelessness and expand permanent supportive housing efforts
- ❖ Creative use of capital and assets for development and repositioning activities

#### Long-term Goals and Objectives

OHA will remain in a high state of readiness to shift gears and quickly respond to unexpected situations, while also methodically moving forward to achieve overall agency strategic priorities and goals. The activities described in the Annual Plan build on OHA’s legacy of innovation and

serve as tools to cement the long-term strategic goals, which were approved by the Board of Commissioners in 2021. The long-term goals are:

*Sustained high standards of customer service for residents and stakeholders*

Using our MTW flexibility, OHA is well situated to make a lasting impact on reducing the unhoused population in Oakland and plans to build on existing Homekey funding awards at the state level to sustain and rapidly expand housing with needs-based services to persons experiencing homelessness or at risk for health conditions due to the pandemic. OHA's programs are designed to serve a wide spectrum of families with an array of services to support every family member. It starts with search navigation assistance to help those struggling to find an apartment in our competitive market and once a family is housed, a plethora of programs and services are available to support the youth, parents, adults and seniors. Holistic and diverse programs are carefully selected to provide support to all aspects of life from achieving educational and employment goals, to basic yet critical needs such as food availability, mental health and parenting support and wellness health checks all delivered through MTW single fund flexibility. OHA plans to continue successful partnership such as our 10-year partnership with Oakland Parents Together which supports all aspects of the challenges of raising strong families to expanding on existing partnerships with providers like the Alameda County Food Bank to respond to the ever-changing needs of our communities quickly and professionally.

Alliances with stakeholders have never proved more valuable, as OHA plans to continue a leadership role in the lease up of 515 EHVs and 49 Foster Youth to Independence (FYI) vouchers by meeting, sharing data through custom tracking tools and working together to develop best practices to learn about and integrate our workflows to provide a more seamless and efficient process to our residents and applicants. Using MTW resources, OHA plans to supplement housing navigation services and owner and resident incentives to facilitate the success of these non-MTW voucher programs to serve especially vulnerable populations.



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



As funding mechanisms and OHA's experience using MTW flexibilities has evolved, so too has our creativity to think outside the box to meet the daunting challenges presented by the pandemic and shortage of housing both locally and nationwide. OHA plans to reach a 50 percent ratio of Project-based Vouchers (PBV) to HCVs and complete long-term, multi-year development projects such as Brooklyn Basin, while simultaneously identifying and evaluating

potential projects using new underwriting tools and strategies developed by staff and subject matter experts during the last fiscal year. By developing a strategic approach and policies in line with agency short- and long-term development goals, OHA will be well-positioned to seize new opportunities and expand services-enriched housing.

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

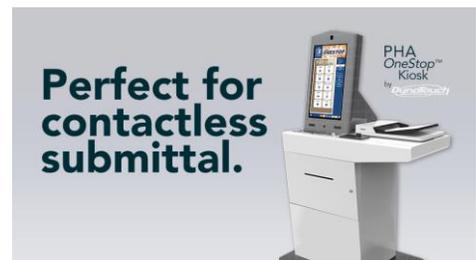
While all staff within OHA are charged to serve and support our families, it is the principal task of OHA's Family & Community Partnerships (FCP) department to assess needs and collaborate with other resident-facing teams such as Property Management and OHA's police department (OHAPD) to design and deliver agency-led impactful and humane services for residents. These services range from emergency supports when a family is in crisis, to longer term programs designed to support the educational and/or employment goals of individuals and families to assist them in achieving their definition of success. These three groups in addition to the Leased Housing Department support families through the process of finding an apartment and becoming successfully leased to remaining stably housed in a safe and secure environment. The "Use of Single Fund Flexibility" section describes many of our activities planned for impactful services, community engagement and resident safety and security.



Fostering healthy and safe communities to residents through our award-winning resident services team and police department prove to be critical in addressing the range of challenges that impact communities throughout the city. Staff and officers work to build trust and relationships through community events such as the Coffee with a Cop, bike excursions, Winter Wonderland Toy Drive and strong communication using modern technology. Community-based public safety has and will continue to be a pillar of the department as they strive to provide excellent customer service to our resident community.



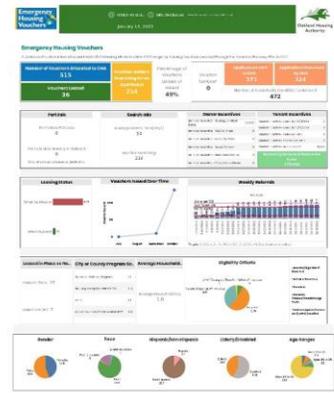
Additionally, communication that draws residents to the myriad of services available remains challenging and OHA plans to continue various modes of engagement and adopt methods that prove to be successful by careful monitoring and evaluation. Plans to enhance synergies between Property Management, OHAPD and FCP to identify vulnerable families for focused needs-based interventions,



will hopefully stave off and prevent adversity and whenever possible, staff will engage, employ and involve residents to improve and maintain their home communities.

### *Expand board knowledge of OHA and its Affiliates*

OHA leadership understands the importance of promoting evidenced-based policies. Equally as clear is the need to provide the Board of Commissioners (BOC) a strong foundational knowledge of legislative, programmatic, and financial performance for OHA and its component units to ensure informed oversight, vision for the agency, and endorsement of such policies. Additionally, staff intend to improve the availability of operational data and information to the public to increase transparency. In the years to come through a compilation of reports, dashboards, studies and research partnerships to support and guide the decision-making process, staff will grow knowledge of OHA, which hopefully in turn will lead to program enhancements, partnership opportunities, and successful innovations. Better information through these methods also will culminate in strategic policies and priorities around allocation of agency resources to better align with OHA's mission and vision.



### **The MTW Annual Plan**

As required by the Agreement, OHA prepares its Annual Plan for submission to HUD each year. OHA uses the standard format described in Attachment B of the MTW Agreement, HUD form 50900. OHA's Annual Plan is intended to provide residents, the public, and HUD with information on OHA's programs and policies, including both approved and planned activities and operating budgets and capital investment plans. The following provides a summary of the sections of the FY 2023 MTW Plan:

#### **Section I. Introduction**

This section provides general information about the MTW Demonstration program, an overview of OHA's short-term and long-term goals for FY 2023, and a summary of the Plan.

#### **Section II. General Housing Authority Operating Information**

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

#### **Section III. Proposed MTW Activities**

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

#### **Section IV. Approved MTW Activities**

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

**Section V. Sources and Uses of Funding**

This section includes summary budget information for FY 2023 including planned sources and uses for MTW and non-MTW (special purpose) funds.

**Section VI. Administrative**

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

**Section VII. Appendix**

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

## Section II. General Housing Authority Operating Information

### A. Housing Stock Information

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

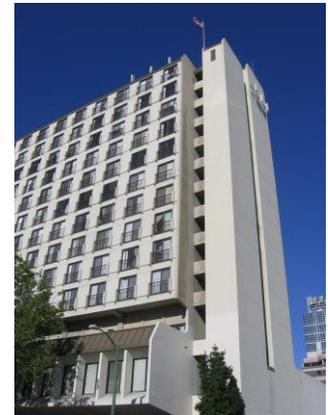
OHA does not anticipate adding any new public housing units during FY 2023. See Appendix D for an overview of OHA housing stock.

Table 1: Housing Stock Information										
Asset Management Project (AMP) Name and Number	Bedroom Size						Total Units	Population Type*	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2+	3+	4+	5+	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0		N/A	N/A	N/A
N/A	0	0	0	0	0	0		N/A	N/A	N/A
N/A	0	0	0	0	0	0		N/A	N/A	N/A
N/A	0	0	0	0	0	0		N/A	N/A	N/A
<b>Total Public Housing Units to be Added in the Plan Year</b>								<b>0</b>		

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

OHA does not anticipate adding any new public housing units during FY 2023. See Appendix D for an overview of OHA housing stock.

In July 2018, the Department approved application #DDA0008342 to dispose of 253 units in three senior sites. The application sought 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. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays in securing the bonds and 4% Low Income Housing Tax Credits necessary to finance critical repairs and seismic upgrades to Harrison Towers. OHA staff will continue to work to assess viable funding options as well as advance the architectural, engineering, resident relocation, legal and other predevelopment activities necessary to finalize the disposition of Harrison Towers. The target closing date is Spring 2023, with the AHAP contract execution immediately preceding.



*Rental Assistance Demonstration (RAD)*

OHA is currently working with the owners of four mixed-finance sites, Lion Creek Crossing Phase 1-4, to evaluate the feasibility of a conversion of public housing to Project-Based



Vouchers (PBV) under the Rental Assistance Demonstration (RAD) program. Once the planning process is completed, OHA expects that the conversion process will take approximately six months. The conversion of these units through RAD to project-based subsidy would provide a more stable funding platform that could facilitate future refinancing or re-syndication transactions, resulting in greater funding availability for capital improvements. It will also streamline

the operations and management of these properties by simplifying the compliance and reporting requirements by reducing the number of operating subsidy sources.

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

Table 2: Planned Public Housing Units to be Removed		
AMP Name and Number	Number of Units to be Removed	Explanation for Removal
Harrison Towers	101	Disposition Application #DDA0008342
Lion Creek Crossing I & II	99	RAD Conversion
Lion Creek Crossing III	37	RAD Conversion
Lion Creek Crossing IV	21	RAD Conversion
<b>Total Number of Units to be Removed During Plan Year:</b>		<b>258</b>

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

In FY 2023, OHA plans to add an additional 382 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction and through the planned conversion of approximately 157 units through RAD conversion.

During the FY, OHA plans on submitting an application to convert the public housing units to PBVs at four mixed-finance properties through the first component of the RAD program. These sites include Lion Creek Crossing Phases 1 through 4 for a total of 157 additional PBV units and OHA projects completion of the conversion in FY 2023 pending approval of the RAD application.

The additional 225 PBVs added in FY 2023 will be built throughout Oakland. The table below provides detail on the sites where these units are located and OHA projects at least an Agreement to enter into a Housing Assistance Payment contract to be in place by end of FY 2023.

<b>FY 2023 PBV Sites</b>	
<b>Property Name</b>	<b># of PBV Units</b>
Foon Lok East (previously known as Brooklyn Basin 4)	61
3801 MLK Family Housing	16
W Grand and Brush	28
7th and Campbell	39
Ancora Place	31
Friendship Senior Housing	34
285 12th St	16

OHA plans to continue to assess awarding PBVs through the City of Oakland Notice of Funding Availability (NOFA) and the County of Alameda Measure A1 Housing Development Programs NOFA. These anticipated and already conditionally approved awards are highlighted in Appendix B. The RAD conversion will add a total of 157 units to OHA's PBV allocation which, at the end of FY 2023, will stand at 5,219 units which is approximately 40 percent of the voucher portfolio.

**Table 3: Planned New Project-Based Vouchers**

Project-based for the first time during plan year where at least an AHAP is in place by end of plan year

Property Name	Number of Vouchers Project Based	RAD?	Description of Project
Foon Lok East (previously known as Brooklyn Basin 4)	61	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
3801 MLK Family Housing	16	No	3801 MLK will be for families and households with special needs. It will the diverse housing needs for Oakland families and households ranging from 30%-50% AMI
W Grand and Brush	28	No	West Grand and Brush involves new construction of 59 units. 28 of these units will be PBV units. The project will provide supportive services including referrals to community resources and benefits, case management, parenting training, life skills training, financial planning, job counseling, conflict resolution, mental health services, and individual and group substance abuse recovery.
7th and Campbell	39	No	7th and Campbell involves new construction of 79 units. 39 of these units will be PBV units. The project will provide supportive services through partnership with Building Opportunities for Self Sufficiency (BOSS). Residents will have access to essential supportive services, including: Employment & OJT placement/training; Education assistance/benefits information; Financial counseling/debt counseling; Childcare assistance; Legal and Family law services; Life skills/soft skills; Therapy; Domestic violence counseling; and Food bank/meal support services.
Ancora Place	31	No	Ancora Place is a 77-unit family project located at 2227-2257 International Blvd. This development will bring a beautiful mid-block building to the San Antonio neighborhood in Oakland. The proposed building will be five stories and include a community room, services office, on-site manager, 5th floor event space, common laundry room and a beautiful courtyard that will be enjoyed by residents. Ancora has received funding from the City of Oakland's

			voter approved, Measure KK for improved infrastructure and affordable housing.
Friendship Senior Housing	34	No	Friendship Senior Housing is 100 percent senior housing development targeting homeless and veterans at 30 percent Area Median Income or below. CHDC will partner with Adobe Services and East Bay Innovations to provide case management services.
285 12th St	16	No	A new partnership deal with EBALDC that was in the pre-development phase. This project entails construction of a new 65-unit affordable housing building with 3,500 square feet of commercial space on a former parking lot at 12th and Harrison St. in downtown Oakland.
Lion Creek Crossing 1-4	157	Yes	The Lion Creek Crossings project is a multi-phased development with 157 of public housing that planned to be converted to PBV units through RAD in East Oakland for low-income families.
<b>Planned Total Vouchers to be Newly Project-Based:</b>			<b>382</b>

**Table 4: Planned Existing Project-Based Vouchers**

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

Property Name	Number of Vouchers Project Based	Status at End of Plan Year	RAD?	Description of Project
Mandela Gateway	30	Leased/ Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Altenheim Senior Housing Phase I	23	Leased/ Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.
Lion Creek Crossings II	18	Leased/ Issued	No	The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units.
Madison Apartments	50	Leased/ Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek Crossing III	16	Leased/ Issued	No	The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units.
Seven Directions	28	Leased/ Issued	No	An affordable housing project of 36 units in East Oakland for low-income families. The project was leased up in 2008 with 18 PBV units.
Orchards on Foothill	64	Leased/ Issued	No	An affordable housing project of 65 units in Lower San Antonio district of Oakland for low-income seniors. The project was leased up in 2008 with 64 PBV units.
Fox Court Apt.	33	Leased/ Issued	No	An affordable housing project of 80 units in downtown Oakland for low-income/ homeless with HIV/AIDS families. The project was leased up in 2009 with 20 PBV units.
Jack London Gateway	60	Leased/ Issued	No	An affordable housing project of 60 units in West Oakland for low-income seniors. The project was leased up in 2009 with 60 PBV units.
14th St at Central Station	20	Leased/ Issued	No	An affordable housing project of 99 units in West Oakland for low-income families. The project was leased up in 2007 with 20 PBV units.
Tassafaronga Village Phase I	80	Leased/ Issued	No	The first phase of Tassafaronga Village project with 137 units in East Oakland for low-income families. The project was leased up in 2010 with 80 PBV units.
Altenheim Senior Housing Phase II	40	Leased/ Issued	No	The second and final phase of Altenheim Senior Housing project with 81 units for low-income seniors. This phase was leased up in 2010 with 40 PBV units.

Fairmount Apartments	16	Leased/ Issued	No	An affordable housing project of 31 units in Grand Lake area of Oakland for low-income families and persons with disability. The project was leased up in 2010 with 16 PBV units.
Tassafaronga Village Phase II	19	Leased/ Issued	No	The second and final phase of Tassafaronga project with 20 units for low-income/homeless with HIV/AIDS families. The project was leased up in 2010 with 19 PBV units.
Harp Plaza	19	Leased/ Issued	No	An affordable housing project of 19 units in Eastmont district of Oakland for low-income families. The project was leased up in 2010.
Effie's House	10	Leased/ Issued	No	An affordable housing project of 21 units in Lower San Antonio district of Oakland for low-income families. The project was leased up in 2010.
Drachma Housing	25	Leased/ Issued	No	A scattered-site affordable housing project of 14 units in West Oakland for low-income families. The project was leased up in 2010.
Foothill Family Partners	11	Leased/ Issued	No	An affordable housing project of 65 units in Bancroft district of Oakland for low-income families. The project was leased up in 2011.
St. Joseph's Senior Apts	83	Leased/ Issued	No	An affordable housing project of 84 units in Fruitvale district of Oakland for low-income seniors. The project was leased up in 2011 with 83 PBV units.
OHA Scattered Sites (OAHPI)	1,539	Leased/ Issued	No	It is a scattered site public housing disposition project involving 1,539 units for low-income families. The project was assisted with PBV subsidies since 2010.
Lion Creek Crossings IV	10	Leased/ Issued	No	The 4th phase of Lion Creek Crossings project of 72 units in East Oakland for low-income families. The project was leased up in 2012 with 10 PBV units.
Savoy Phase 1	55	Leased/ Issued	No	The first phase of the Savoy project of 101 units in downtown Oakland for individuals with special needs. The project was leased up in 2012.
Hugh Taylor House	35	Leased/ Issued	No	An affordable housing project of 43 units in East Oakland for low-income families. The project was leased up in 2012.
Madison Park Apartments	96	Leased/ Issued	No	An affordable housing project of 98 units near downtown Oakland for low-income seniors. The project was leased up in 2012.
Merritt Crossing Apts (6 <sup>th</sup> and Oak)	50	Leased/ Issued	No	An affordable housing project of 70 units near Chinatown Oakland for low-income seniors. The project was leased up in 2012 with 50 PBV units.
720 E 11 <sup>th</sup> Street Apts (aka Clinton Commons)	16	Leased/ Issued	No	An affordable housing project of 55 units in Eastlake district of Oakland for low-income/homeless with HIV/AIDS families. The project was leased up in 2012 with 16 PBV units.
Harrison Street Senior Housing	11	Leased/ Issued	No	An affordable housing project of 73 units near downtown Oakland for low-income seniors. The project was leased up in 2012 with 11 PBV units.
Kenneth Henry Court	13	Leased/ Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.

California Hotel Phases 1 and 2	88	Leased/ Issued	No	The first and second phase of California Hotel project of 137 units for families of low-income/special needs/homeless/HIV/AIDS. The phase was leased up in 2013 with 88 PBV units.
James Lee Court	12	Leased/ Issued	No	An affordable housing project of 26 units for low-income families. The project was leased up in 2013.
Savoy Phase 2	46	Leased/ Issued	No	The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013.
Slim Jenkins Court	11	Leased/ Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	Leased/ Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	Leased/ Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	Leased/ Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	Leased/ Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	Leased/ Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	Leased/ Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	Leased/ Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.
Lakeside Senior Apartments	91	Leased/ Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	Leased/ Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	Leased/ Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	Leased/ Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.

AveVista aka 460 Grand	34	Leased/ Issued	No	An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	35	Leased/ Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	Leased/ Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	Leased/ Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	Leased/ Issued	No	An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017.
Embank Apartments	61	Leased/ Issued	No	An affordable housing project of 40 units in North Oakland for low-income/veteran/VASH families. An AHAP for 61 PBV was executed in 2017.
Northgate Apartments	14	Leased/ Issued	No	The project, located at 2301 Northgate Avenue, serves low income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property. Resident services are not available on-site but residents have access to RCD's resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.
Westlake Christian Terrace West (WCTW)	121	Leased/ Issued	No	Westlake Christian Terrace West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Paseo Estero and Vista Estero (formerly known as Brooklyn Basin 1 and 2)	132	Leased/ Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident

				support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Empyrean	32	Leased/ Issued	No	The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Leased in Jan. 2019.
Camino 23	26	Leased/ Issued	No	An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs.
Oak Groves - North and South	152	Leased/ Issued	No	Two residential buildings in downtown Oakland with 152 units of senior housing, 77 units in Oak Grove South and 75 units in Oak Grove North. Both were built in the early 1980s.
Rosa Park	11	Leased/ Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.
Adeline St. Lofts	20	Leased/ Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	Leased/ Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	Leased/ Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.
Oak Park Apartments	10	Leased/ Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	Leased/ Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	Leased/ Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	Leased/ Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International)	14	Leased/ Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Hamilton Apartments	92	Leased/ Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.
International Blvd. Apartments	18	Leased/ Issued	No	The project, located at 6600 International Blvd. and 1406 Seminary Avenue, serves individuals and families with disabilities. It is an affordable30-unit housing development that is within close proximity to public transit. The 18 PBV subsidies will be attached to 6 one-bedrooms, 9 two-bedrooms, and 3 three-

				bedrooms. Resident services are not available on-site but residents have access to RCD's resident services programs.
Fruitvale Transit Village - Phase IIA	66	Leased/ Issued	No	An affordable housing project of 94 units in Fruitvale district of Oakland for low-income/VASH families. An AHAP for 66 PBV was executed in 2017.
Courtyards at Acorn	27	Leased/ Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
The Town Center	50	Leased/ Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
Bishop Roy C. Nicholas	16	Leased/ Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	Leased/ Issued	No	New construction of a 5-story apartment building with 50 units affordable to low-income seniors (aged 62+). The project is at 100% supportive housing development. The project will demolish an existing building and parking to that occupy the site.
Nova Apartments	56	Leased/ Issued	No	New construction of 56 affordable units. The project is 100% supportive housing development for extremely low-income at 20% AMI or below and chronically homeless individuals. The project owner will partner with Lifelong Medical Care to provide on-site supportive services.
Aurora Apartments	43	Leased/ Issued	No	New construction of 43 affordable units which will replace a vacant 1,000 sqf industrial building. The project include permanent supportive housing for individuals' currently experiencing homelessness.
Coliseum Place	37	Leased/ Issued	No	An affordable housing project with 37 PBV which will be attached to 9 units for households who homeless or at for homelessness, 6 units for HOPWA eligible households, and 22 units for low income families.
Oak Street Apartments	25	Leased/ Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. The project will serve low-income seniors in particular.
Eastside Arts and Housing	10	Leased/ Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland
Sylvester Rutledge Manor	64	Leased/ Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.

Fruitvale Studios	12	Leased/ Issued	No	Fruitvale Studios is the rehabilitation of a 24 studios in an enriched service environment. The PBV-subsidy will be provided to 12 units set aside for low income residents.
95th and International	27	Leased/ Issued	No	The Project is the second phase of the previously completed 94th and International project located across the street. This development is important to the continued revitalization and preservation of affordable housing in East Oakland.
Kenneth Henry Court (add'l units under RFQ16-008)	15	Leased/ Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.
Foon Lok West (formerly known as Brooklyn Basin 3)	65	Leased/ Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Fruitvale Transit Village - Phase IIB	75	Committed	No	Fruitvale Transit Village Phase IIB, a new construction of 94 affordable units, is the third development in the Fruitvale Transit Village, immediately adjacent to the BART station in Oakland's Fruitvale neighborhood.
Madison Apartments	50	Leased/ Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek Crossing III	16	Leased/ Issued	No	The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units.
<b>Planned Total Existing Project-Based Vouchers:</b>				<b>4612</b>

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

During FY 2023, OHA will support the development of affordable housing stock by nonprofit developers in Oakland. OHA expects Brooklyn Basin Project 3 (Foon Lok West), which includes 130 units for families (65 assisted with PBVs) to complete construction and achieve 100% occupancy. Project 4, Foon Lok East, is projected to close on all construction financing and start construction in FY 22 and achieve more than 50% completion by the end of FY23. Foon Lok East will contribute 124 units (61 with PBVs) for families and will complete this significant multi-phased affordable project that is an integral part of a new master planned community comprised of 3,100 new homes on the Oakland waterfront.

500 Lake Park Avenue, a planned 53 unit affordable housing building with 14 VASH PBVs, is expected to close construction financing and start construction during FY2023. OHA has purchased the land and is providing soft loans to 500 Lake Park.

OHA is also supporting the development of 285 12th Street. 285 12th Street will be a 65 unit building with approximately 3,500 square feet of ground floor commercial space. OHA has committed to providing 16 PBVs to 285 12th Street, purchasing the site at the close of construction financing, and providing soft loans to the project. 285 12th Street may begin construction during FY2023.

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

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

During FY 2023, OHA will support the development of affordable housing stock by nonprofit developers in Oakland. OHA expects Brooklyn Basin Project 3 (Foon Lok West), which includes 130 units for families (65 assisted with PBVs) to complete construction and achieve 100% occupancy. Project 4, Foon Lok East, is projected to close on all construction financing and start construction in FY 22 and achieve more than 50% completion by the end of FY23. Foon Lok East will add 124 units (61 with PBVs) for families and will complete this significant multi-phased affordable project that is an integral part of a new master planned community comprised of 3,100 new homes on the Oakland waterfront.

500 Lake Park Avenue, a planned 53 unit affordable housing building with 14 VASH PBVs, is expected to close construction financing and start construction during FY2023. OHA has purchased the land and is providing soft loans to 500 Lake Park.

OHA is also supporting the development of 285 12th Street. 285 12th Street will be a 65 unit building with approximately 3,500 square feet of ground floor commercial space. OHA has committed to providing 16 PBVs to 285 12th Street, purchasing the site at the close of construction financing, and providing soft loans to the project. 285 12th Street may begin construction during FY2023.

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

OHA anticipates a \$10 million dollar 2023 Capital Fund Grant, which is included in the MTW Block Grant. Through use of its single fund flexibility, OHA projects spending approximately \$16 million on capital projects using MTW funds. Approximately \$2M will be invested in public housing properties. OHA expects to complete projects that will preserve and enhance

each of its public housing sites, investing in site improvements, modernization of building systems, and rehabilitating unit interiors.

OHA will invest \$5.2 million in the acquisition and development of 285 12th St. OHA anticipates expending approximately \$2.1M of MTW funds on exterior and interior building improvements at six OHA district offices including Harrison Street and the Service Center.



OHA will also use MTW funds to purchase approximately \$2.5 million of information technology network security, hardware & software, vehicles, security equipment, and office equipment.

A table describing the FY 2023 Capital Expenditures is included in Appendix C.

Table 6: General Description of All Planned Capital Expenditures During the Plan Year
Narrative of general description of all capital expenditures of MTW funds during the Plan Year
<p>OHA anticipates a \$10 million dollar 2023 Capital Fund Grant, which is included in the MTW Block Grant. Through use of its single fund flexibility, OHA projects spending approximately \$16 million on capital projects using MTW funds. Approximately \$2M will be invested in public housing properties. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site improvements, modernization of building systems, and rehabilitating unit interiors.</p> <p>OHA will invest \$5.2 million in the acquisition and development of 285 12th St. OHA anticipates expending approximately \$2.1M of MTW funds on exterior and interior building improvements at six OHA district offices including Harrison Street and the Service Center.</p> <p>OHA will also use MTW funds to purchase approximately \$2.5 million of information technology network security, hardware &amp; software, vehicles, security equipment, and office equipment.</p> <p>A table describing the FY 2023 Capital Expenditures is included in Appendix C.</p>

## B. Leasing Information

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

#### Housing Choice Voucher (HCV)

OHA has been steadily increasing the amount of project-based assistance over the last several years and has seen the impact of increased number of households served primarily through PBV assistance. OHA will continue implementation of multiple strategies using MTW flexibility to further maximize the number of families served in Oakland. OHA's Owner Incentives activities to recruit and maintain new landlords began in 2018 and FY 2023 will see the implementation of new and improved components such as increased bonuses for bringing new units to the program for both existing and new owners, awards to owners to address HQS fails up to \$2,250, Exception Payment Standards Hubs for areas of low-poverty and other desirable characteristics and incentives for owners to sell their property

to HCV participants that are leasing the home. A review of the project-based voucher awards has shown that some partners are not able to lease up units in a timely fashion for various reasons. OHA plans to look at re-examining awards that are unused that do not have contingent financing and create strategies to redeploy those unused awards to projects that are better able to utilize the subsidy right away. OHA will continue the process to bring these units online as environmental reviews, HQS inspections and eligibility determinations are completed. Through new development units coming online as Brooklyn Basin – Foon Lok West (Project 3) is completed and leased and new partnerships with Alameda County to house homeless families with children, OHA anticipates that traditional HCV utilization rates of approximately 97% at the start of the fiscal year will climb to about 99% at fiscal year-end as a result of multiple aggressive strategies.

### **Local, Non-traditional (LNT)**

OHA has several tenant-based local, non-traditional programs that serve specialized populations. These programs include our Sponsor Based Housing Assistance Program developed in 2010, serving homeless families in encampments and emancipated foster youth exiting the criminal justice system, and is projected to serve approximately 140 families monthly as funding has been increased to serve 40 additional families in partnership with the City of Oakland, who are exiting temporary housing in Community Cabins. Under the Building Bridges initiative, OHA plans to serve additional families through BB-CalWorks and BB-THP+ in partnership with Alameda County and projects to serve 70 families through these initiatives. In total, OHA projects to serve 223 families through tenant-based local, non-traditional programs.

Property based Local Non-Traditional programs include low income housing tax credit units which have developed using MTW single fund flexibility and account for the largest portion of OHA's local, non-traditional families. This year an additional 65 units will become available and lease up through completion of development projects at Brooklyn Basin. Building Bridges also has a component which focuses on creating housing choice for households that are special needs and/or may not be able to successfully access and participate in traditional Section 8 and Section 9 programs. OHA will serve approximately 346 households during the fiscal year through the Building Bridges initiatives which serve various vulnerable populations some of which is service enriched housing: single room occupancy (SRO) units, shared housing and transitional units for Veterans, foster youth and other special needs populations and Key to Home. Key to Home (BB-KTH) is a partnership with Alameda County and other service providers to house homeless families with children in service enriched housing. The Parents and Children Together (PACT) in partnership with the Alameda County Sheriff's Office (ACSO) will continue to provide service enriched housing, reuniting parents with their children after incarceration and OHA projects to serve 13 families through PACT. OHA plans to launch a new partnership called Homekey to serve approximately 180 families during FY 2023. This new program is described in detail in activities #11-03 and #10-06. OHA expects to serve approximately 1,350 families through these innovative property-based local programs.

## Public Housing

In the public housing program, occupancy is projected to remain close to 98% in sites, although the portfolio will be going through both Section 18 Disposition and RAD conversion (discussed above) during the fiscal year which could impact the occupancy rate. Harrison Towers is projected to close financing for its disposition in Fall or Winter of 2022 and relocation of residents may occur during FY 2023.



In total, OHA projects that 14,518 families will be served by its MTW programs during FY 2023, as indicated in Table 7. This number reflects increases in local non-traditional households and Housing Choice Voucher households as more units are brought only through completion of development initiatives and leasing up PBV units that are in the pipeline through conditional and other awards. Appendix D includes an overview of OHA's Housing Inventory including both MTW and Non-MTW households.

<b>Table 7: Planned Number of Households Served</b>		
Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.		
Planned Number of Households Served Through:	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households Served**
MTW Public Housing Units Leased	17,028	1,419
MTW Housing Choice Vouchers Utilized	138,312	11,526
Local, Non-Traditional: Tenant-Based ^	2,676	223
Local, Non-Traditional: Property-Based ^	16,200	1,350
Local, Non-Traditional: Homeownership ^	0	0
<b>Planned/Actual Totals:</b>	<b>174,216</b>	<b>14,518</b>
* "Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).		
** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).		
^ In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households served, the MTW PHA should estimate the number of households to be served.		

<b>Table 8: Detail on Local Non-Traditional Number of Households Served</b>			
Local, Non-Traditional Category	MTW Activity Name/Number	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households Served**
Property-Based	Fund Affordable Housing Development Activities (08-01)	780	65
Property-Based	Fund Affordable Housing Development Activities (08-01) - Tax credit units in service in total through the start of FY2023	9,792	816

Tenant-Based	Local Housing Assistance Program (10-06)	2,676	223
Property-Based	Local Housing Assistance Program (10-06) - BB-KTH	276	23
Property-Based	Local Housing Assistance Program (10-06) – Homekey	1,416	118
Property-Based	PBV Transitional Housing Programs (11-05) – PACT and Building Bridges	888	74
Property-Based	PBV Transitional Housing Programs (11-05) – Homekey	744	62
Property-Based	SRO/Studio Apartment Preservation Program (11-03)- Building Bridges	2,304	192
<b>Planned/Actual Totals:</b>		<b>18,876</b>	<b>1,573</b>
<p>* "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).</p> <p>** "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).</p> <p>^ In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households served, the MTW PHA should estimate the number of households to be served.</p>			

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

### Housing Choice Voucher

OHA expects the local rental market will continue to be strong in FY 2023, as it has remained expensive even during the pandemic as demand for housing remained high and inventory levels remain low in the affordable housing space. OHA will continue implementation of multiple strategies using MTW flexibility to further maximize the number of families served in Oakland and facilitate leasing of new units. OHA's Owner Incentives activities to recruit and maintain new landlords began in 2018 and FY 2023 will see the implementation of new and improved components such as increased bonuses for new and existing owners, funding for owners to address HQS fails up to \$2,250 for approved expenditures, Exception Payment Standards Hubs and an incentive designed to motivate homeowners to sell their property to OHA participants residing in the property. A review of the project-based voucher awards has shown that some partners are not able to lease up units in a timely fashion for various reasons. OHA plans to look at re-examining awards that are unused that do not have contingent financing and create strategies to redeploy those unused awards to projects that are better able to utilize the subsidy right away. Lastly, OHA will continue its Housing Navigation Search assistance program through FCP and lease compliance supports to assist clients in finding units and remaining housed.

OHA historically extended the amount of time required to reside in a PBV unit to two years instead of one to request a tenant-based voucher. OHA plans to expand the policy to restrict

the option to request a tenant-based subsidy, but may maintain a waitlist of requests from participants who request tenant-based assistance after a two year stay in a PBV unit.

### **Public Housing**

OHA will continue the planning and implementation for a major rehabilitation and disposition of Harrison Towers, and will employ strategies to minimize impacts on residents during the project completion. OHA expects to maintain a 2% or less vacancy rate in its public housing units, not impacted by disposition.

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

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

OHA seeks to serve families through local, non-traditional (LNT) program models such as the Sponsor-Based Housing Assistance Program (SBHAP), which provides services enriched housing for special needs populations that would have difficulty accessing the traditional Section 8 and Section 9 programs. The SBHAP partner agencies, selected for their expertise by the City, provide intensive case management, master leasing and supportive services. However, OHA has seen these partners impacted by staff turnover and less staff available during the pandemic which impacted leasing as new staff came up to speed and existing staff struggled to fully utilize the resources. With the advent of the new partnership with City of Oakland to house families exiting the Community Cabins, OHA anticipates there to be a ramp up learning curve and there is still a possibility of lingering staffing impacts from the pandemic so the leasing projections reflect less than full occupancy.

Building Bridges SRO provides monthly operating subsidies to existing service enriched single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, emancipated foster youth, or other special needs populations. Of these two, the shared/transitional housing has the most turnover and attrition and typically higher vacancy rates and lead times to fill units. We expect some leasing issues to continue due to the pandemic causing staffing impacts to OHA partners.

Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA expects an increase in leasing the program in FY 2023 but is dependent on its partners for referrals.

The Building Bridges – Transitional Housing Plus (THP+) program awards funding resulting in a contract with a county approved service provider to provide rental subsidy for low-income THP+ participants (youth who have aged out of foster care) for up to five years, with a phase down of funding in the last two years. OHA expects to continue to lease the program in FY 2023 but is dependent on its partners for referrals. Leasing challenges expected involve units failing HQS inspections, which has plagued the program in the past, but intends to implement our landlord incentives, to recruit new owners and assist owners to

repair items causing HQS fails by providing up to \$2,250 in financial assistance. We expect this will increase the leasing in the program over FY 2022 numbers.

The Building Bridges – Key to Home (KTH) program projects to serve 23 families through a local property-based housing assistance program in partnership with Alameda County and OAHPI. Alameda County will provide supportive services and case management and OAHPI will contract with a third party expert provider to provide property management and additional resident supportive services. OHA does not anticipate any leasing issues with this program.

*Homekey*

In FY 2023, OHA will implement a new program called Homekey. The program funds a capitalized operating reserve for various projects approved through the State of California Department of Housing & Community Development Homekey Program (round 2) to rapidly expand housing for persons experiencing homelessness or at-risk of homelessness, and who are inherently impacted by or at increased risk for medical diseases or conditions due to the pandemic. The projects are subject to clearance under the National Environmental Policy Act (NEPA) and provided all sites receive clearance, OHA anticipates assisting 180 additional families. Leasing impacts may occur if projects do not pass NEPA or if construction or rehabilitation is not completed as projected.

<b>Table 9: Discussion of Any Planned Issues/Solutions Related to Leasing</b>	
<b>Discussion of any anticipated issues and possible solutions related to leasing.</b>	
<b>Housing Program</b>	<b>Description of Actual Leasing Issues and Solutions</b>
MTW Public Housing	OHA will continue the planning and implementation for a major rehabilitation and disposition of Harrison Towers, and will employ strategies to minimize impacts on residents during the project completion. OHA expects to maintain a 2% or less vacancy rate in its public housing units, not impacted by disposition.
MTW Housing Choice Voucher	OHA expects the local rental market will continue to be strong in FY 2023, as it has remained expensive even during the pandemic as demand for housing remained high and inventory levels remain low in the affordable housing space. OHA will continue implementation of multiple strategies using MTW flexibility to further maximize the number of families served in Oakland and facilitate leasing of new units. OHA's Owner Incentives activities to recruit and maintain new landlords began in 2018 and FY 2023 will see the implementation of new and improved components such as increased bonuses for new and existing owners, funding for owners to address HQS fails up to \$2,250 for approved expenditures, Exception Payment Standards Hubs and an incentive designed to motivate homeowners to sell their property to OHA participants residing in the property. A review of the project-based voucher awards has shown that some partners are not able to lease up units in a timely fashion for various reasons. OHA plans to look at re-examining awards that are unused that do not have contingent financing and create strategies to redeploy those unused awards to projects that are better able to utilize the subsidy right away. Lastly, OHA will continue its Housing Navigation Search assistance

	<p>program through FCP and lease compliance supports to assist clients in finding units and remaining housed.</p> <p>OHA historically extended the amount of time required to reside in a PBV unit to two years instead of one to request a tenant-based voucher. OHA plans to expand the policy to restrict the option to request a tenant-based subsidy, but may maintain a waitlist of requests from participants who request tenant-based assistance after a two year stay in a PBV unit.</p>
<p>Local, Non-Traditional</p>	<p><i>Sponsor-Based Housing Assistance (SBHAP) and Building Bridges Programs</i></p> <p>OHA seeks to serve families through local, non-traditional (LNT) program models such as the Sponsor-Based Housing Assistance Program (SBHAP), which provides services enriched housing for special needs populations that would have difficulty accessing the traditional Section 8 and Section 9 programs. The SBHAP partner agencies, selected for their expertise by the City, provide intensive case management, master leasing and supportive services. However, OHA has seen these partners impacted by staff turnover and less staff available during the pandemic which impacted leasing as new staff came up to speed and existing staff struggled to fully utilize the resources. With the advent of the new partnership with City of Oakland to house families exiting the Community Cabins, OHA anticipates there to be a ramp up learning curve and there is still a possibility of lingering staffing impacts from the pandemic so the leasing projections reflect less than full occupancy.</p> <p>Building Bridges SRO provides monthly operating subsidies to existing service enriched single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, emancipated foster youth, or other special needs populations. Of these two, the shared/transitional housing has the most turnover and attrition and typically higher vacancy rates and lead times to fill units. We expect some leasing issues to continue due to the pandemic causing staffing impacts to OHA partners.</p> <p>Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA expects an increase in leasing the program in FY 2023 but is dependent on its partners for referrals.</p> <p>The Building Bridges – Transitional Housing Plus (THP+) program awards funding resulting in a contract with a county approved service provider to provide rental subsidy for low-income THP+ participants (youth who have aged out of foster care) for up to five years, with a phase down of funding in the last two years. OHA expects to continue to lease the program in FY 2023 but is dependent on its partners for referrals. Leasing challenges expected involve units failing HQS inspections, which has plagued the program in the past, but intends to implement our landlord incentives, to recruit new owners and assist owners to repair items causing HQS fails by providing up to \$2,250 in financial assistance. We expect this will increase the leasing in the program over FY 2022 numbers.</p> <p>The Building Bridges – Key to Home (KTH) program projects to serve 23 families through a local property-based housing assistance program in partnership with Alameda County and OAHPI. Alameda County will provide supportive services and case management and OAHPI will contract with a third party expert provider to provide property management and</p>

	<p>additional resident supportive services. OHA does not anticipate any leasing issues with this program.</p> <p><i>Homekey</i>          In FY 2023, OHA will implement a new program called Homekey. The program funds a capitalized operating reserve for various projects approved through the State of California Department of Housing &amp; Community Development Homekey Program (round 2) to rapidly expand housing for persons experiencing homelessness or at-risk of homelessness, and who are inherently impacted by or at increased risk for medical diseases or conditions due to the pandemic. The projects are subject to clearance under the National Environmental Policy Act (NEPA) and provided all sites receive clearance, OHA anticipates assisting 180 additional families. Leasing impacts may occur if projects do not pass NEPA or if construction or rehabilitation is not completed as projected.</p>
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**C. Wait List Information**

<b>Table 10: Planned Waiting List Information</b>				
<b>Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.</b>				
Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed?	Will the waitlist be opened during the plan year?
Housing Choice Voucher: Tenant-Based	Community Wide	1,000	Closed	Yes
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	750	Closed	No
Housing Choice Voucher: Project-Based- Third Party Managed	Site-Based (Third Party Managed)	46,006	Yes	Yes – for Terraza Palmera at St. Josephs, Sylvester Rutledge Manor, Acorn sites. Some sites continuously open.
Public Housing - OHA Managed	Site-Based (OHA Managed)	800	Closed	Yes
Public Housing- Third Party Managed	Site-Based (Third Party Managed)	2,594	Yes	Yes
Local Non-Traditional (PACT)	Direct Referral - from Program partners - The Alameda County Sherriff's Office	12	Open	Yes

	(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.			
Local Non-Traditional - SBHAP	Direct Referral - The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.	N/A	No	No
Local Non-Traditional - Building Bridges - SRO	Direct Referral - OHA contracts with various service providers to provide service enriched housing to special needs populations, emancipated foster youth and veterans through it Building	N/A	No	No

	Bridges - SRO local non-traditional program. The applicants are submitted by direct referral and OHA performs eligibility screening.			
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<b>Table 11: Planned Changes to the Waiting List In the Plan Year</b>	
<b>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.</b>	
<b>Waiting List Name</b>	<b>Description of Actual Changes to the Waiting List</b>
Housing Choice Voucher: Tenant-Based	OHA plans to review preferences based on a demographic analysis and may use weighting for prioritization.
Housing Choice Voucher: Project-Based - OHA Managed	The owner plans to administer one waitlist for 6 sites. OHA may explore continuously open waitlists for certain bedroom sizes and also may group applicants by bedroom size requirements.
Housing Choice Voucher: Project-Based- Third Party Managed	Lion Creek Crossings phase 1-5 is a joint waitlist and will be open for all bedroom sizes.
Public Housing - OHA Managed	OHA plans to combine the site based waitlists for AMP 4 and AMP 8 into a "portfolio" based waitlist that will encompass both of these AMPs and will open this waitlist.
Public Housing- Third Party Managed	Waitlists will be open for all bedroom sized for Lion Creek Crossing phases 1-4. Applicants for any sites converting through RAD will be maintained as is on combined site-based waitlists or transferred to existing PBV site-based waitlists for these sites with the date and time of application being maintained.
Local Non-Traditional (PACT)	Open for graduates of ASCO MOMs and DADs programs

### Section III. Proposed MTW Activities

OHA proposes no new activities for FY 2023.

## Section IV. Approved MTW Activities: HUD Approval Previously Granted

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

Table 12 provides a list of all approved MTW activities including the year the activity was implemented and the primary statutory objective(s) the activity is intended to achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 14-01 indicates that the activity was identified and approved in the FY 2014 MTW Annual Plan).

<b>Table 12: Approved MTW Activities</b>					
<b>HUD Approval Previously Granted</b>					
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	2018	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b.
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a

			allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.		
14-01	2016	Alternative Re-certification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2017	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> <li>• Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households</li> <li>• Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households</li> <li>• Eliminate all deductions and earned income disallowance</li> <li>• Recent increases in income excluded in recertification</li> <li>• Absolute minimum rent of \$25</li> </ul>	Reduce costs and achieve greater cost effectiveness  Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

12-01	2012	PBV Modifications: Eliminate Caps, Time Limits on PBV Allocations, Modify PBV contract	Eliminates the cap on the total number of units the Authority can project-base, the number of units that can be project-based in a development, and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, Section 9 and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds, Attachment C.D.3.b, Attachment C.C.2
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	Transitional Housing Programs	Permits transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to families returning from prison to reunite with their children and other specialized populations.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to Local programs to improve	Provide incentives for families with children to	Attachment D, Use of Funds, Attachment C, Section D.1.f

			outcomes and leverage MTW funds.	become economically self-sufficient	
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	Increase housing choices	Attachment D, Use of Funds (SBHAP, BB-CW, BB-THP+ Program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs)

			enriched housing to special needs populations.		
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	Provide incentives for families with children to become economically self-sufficient  Increase housing choices	Attachment D, Use of Funds
10-08	2011- Re-proposed 2021	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	Alter Minimum Stay Requirement in PBV Units	Alters the 12 month minimum stay requirement for tenants in PBV units to extend or shorten the time period a tenant has to wait to move.	Increase housing choices	Attachment C, Section D.7
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA	Reduce costs and achieve greater cost effectiveness  Increase housing choices	Attachment C, Section D.7.a

			without using a competitive process.		
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness  Increase housing choices	Attachment C, Section D.7.b

### A. Implemented Activities

OHA is currently implementing the following activities:

Table 13 provides a list of all approved activities that will be implemented during FY 2023. The table includes the year the activity was implemented and the primary statutory objective(s) the activity is intended to achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 14-01 indicates that the activity was identified and approved in the FY 2014 MTW Annual Plan).

Table 13: Implemented Activities					
Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a

			allowance payment.		
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	PBV Modifications: Eliminate Caps, Time Limits on PBV Allocations, Modify PBV contract	Eliminates the cap on the total number of units the Authority can project-base, the number of units that can be project-based in a development, and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	2017	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, Section 9 and project-based assistance programs to increase housing	Increase housing choices	Attachment D, Use of Funds, Attachment C.D.3.b, Attachment C.C.2

			choices for residents.		
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	Transitional Housing Programs	Permits transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to families returning from prison to reunite with their children and other special populations.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increase allocation of resources to the Local programs to improve outcomes and leverage MTW funds.	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	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7

			agency approved in determining rent reasonableness to establish the initial PBV contract rent.		
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a (LHAP Programs), Attachment D, Use of Funds (SBHAP, BB-CW, BB-THP+ Programs)
10-09	2019	Alter Minimum Stay Requirement in PBV Units	Alters the 12 month minimum stay requirement for tenants in PBV units to extend or shorten the time period a tenant has to wait to move.	Increase housing choices	Attachment C, Section D.7
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds

06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	Reduce costs and achieve greater cost effectiveness  Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness  Increase housing choices	Attachment C, Section D.7.b

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

*Plan Year Approved: 2017*

*Plan Year Implemented: 2017*

*Plan Year Amended: 2023*

**Description/Update**

The HCV program has been impacted by a dramatically escalating rental market and very limited inventory which has led to much longer search times than usual and multiple voucher extensions being granted for families searching for housing. According to Zillow, market rents increased by 21.6% in Oakland in 2016. In 2015, OHA saw hundreds of owners choose to leave the program or remove units by not re-leasing to HCV participants resulting in the loss of approximately 824 units of affordable housing. In response to these market conditions, OHA is implementing the Owner Incentives Program activity to support existing and recruit new owners to the program to offset the exodus.



This activity offers a range of services that both support and retain existing HCV owners by providing enhanced services to existing owners, especially those that are high performers. OHA

is also looking to recruit new owners by offering incentives to sign on. Program components are as follows:

- Vacancy loss payments of up to two months HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within six months of contract cancellation.
- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process, and minimize delays or losses due to inspections. Inspections will not be linked to a participant and OHA will allow owners up to 120 days to find a tenant once an inspection has been passed. No additional costs are anticipated.
- Owner recognition program - Recognize long term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component and it is included for consistency of grouping like programs.
- Leasing Incentive Payment – Provides an owner \$1,000 to execute a new lease with a new HCV participant.
- Capital Improvement Payment – Offer owners that have failed a second inspection and are entering abatement a payment of up to \$2,250 to address approved 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.
- Homeownership Incentive – OHA will reimburse owners up to \$25,000 in closing related costs to cover inspections, sewer lateral work, and city and county transfer taxes for owners using title company closing statements and verified invoices, for owners willing to sell their house to an HCV participant who is currently renting the house through the HCV program.
- Exception Payment Standards Hubs - OHA may establish exception payment standards up to 150% of the Fair Market Rents (FMRs) without HUD approval for owners and units that are in hubs with low voucher presence or low concentration of poverty. These hubs might include proximity to multiple transit resources and grocery/retail centers, schools within walking distance, recent tenant lease-up data, third-party market research information supporting the increase, forums with staff and residents, properties less than 10 years old, districts with high public school ratings/test scores, and/or low poverty and crime rates. This includes units that are fully accessible and meeting the requirements of the Uniform Federal Accessibility Standard (UFAS).



Designed to broaden the market of available units to untapped areas of the city, OHA anticipates that this activity will maintain or increase the number of owners participating in the HCV program

and anticipates the number of units available for families to rent will increase as result of new landlord participation and the capital improvement payment option. Additional impacts will be increased leasing success rates for vouchers issued, increased overall voucher utilization rate and decreased voucher extensions, due to more units being made available.

*Planned Non-Significant Changes:* OHA increased the leasing bonus from \$500 to \$1000 and offers it to all owners instead of just new owners. OHA modified the “Capital Improvement Payment” to be a payment of up to \$2,250 for approved HQS fail repairs. This payment does not need to be repaid. OHA proposes a new incentive to motivate homeowners to consider selling their house to HCV homeownership program participants by offering a grant of up to \$25,000 for designated costs associated with selling a home. OHA proposes to establish Exception Payment Standards Hubs with payment standards of up to 150% of the Fair Market Rents (FMRs) for owners and units that are in hubs with low voucher presence or low concentration of poverty and/or other characteristics as proposed above. Housing in exception payment standard areas still must meet rent reasonableness requirements.

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

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard OHA Metrics</b>			
<b>Number of Landlords Recruited or Maintained by Payment Incentive</b>			
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Projected Outcome</b>
Number of new or existing landlords where a bonus payment was an incentive to enroll a unit in the HCV program.	Average number of new or existing landlords where a bonus payment was an incentive to enroll a unit in the HCV program = 0	Average number of new or existing landlords where a bonus payment was an incentive to enroll a unit in the HCV program = 75 (75% increase)	Actual number of new or existing landlords where a bonus payment was an incentive to enroll a unit in the HCV program = number (percentage)

<b>Standard HUD Metrics</b>			
<b>CE #1: Agency Cost Savings</b>			
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Projected Outcome</b>
Total cost of task in dollars (decrease).  Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096	Cost of task after implementation of the activity = (staff salary)* .10 hours * number of files = (\$46.14 * .10) * 800= \$3,691	Total cost of task in dollars (decrease) = %
<b>CE #2: Staff Time Savings</b>			

Unit of Measurement	Baseline	Benchmark	Projected Outcome
Total time to complete the task in staff hours  Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = (% decrease) = number of hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Average error rate in completing a task as a percentage (decrease)  Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)

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

*Plan Year Approved:* 2015

*Plan Year Implemented:* 2015

*Plan Year Amended:* 2015

*Description/Update:* A local area portability policy that limits elective moves between jurisdictions within the nine Bay Area counties identified by the Association of Bay Area Governments: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County, Solano County, and Sonoma County. When housing authorities in neighboring counties administer OHA vouchers this causes a loss in 80 percent (80%) of the administrative fee. While the objective of the HCV program is to provide increased housing options for families, OHA finds that many households exercise the option to move with their vouchers to neighboring housing authorities, especially those without MTW programs or with higher payment standards. Given the prevalence of local area ports, the areas of concentration of port requests, and their negative impact on program administration and self-sufficiency goals, OHA limits ports between jurisdictions in all nine counties and initially implemented the policy in five counties. The policy will be expanded to include additional jurisdictions as needed and will be used to control the number of voucher holders searching so that an already tight market is not flooded, potentially causing families to lose the opportunity for subsidized housing as their search timeline expires.

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

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

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

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

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

OHA anticipates that this activity will lead to a reduction in administrative time spent processing local area ports. This policy will reduce the drain of vouchers out of OHA's portfolio and thus will reduce administration costs for both OHA and the receiving housing authorities. The activity also may result in stabilizing project based voucher properties and the surrounding neighborhoods by reducing the turnover rates and creating longer term tenants. OHA anticipates being able to better control the number of voucher holders searching so as not to oversaturate a tight market with families that are searching for housing in low inventory conditions. OHA may elect to allow ports to counties that are absorbing depending on voucher availability.

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

OHA will measure the 35-mile limit for verifiable employment from the City of Oakland from the resident’s unit and not the City of Oakland border for consistency and clarity. OHA may elect to allow ports to neighboring counties that are currently restricted if those counties are absorbing to regulate voucher availability. OHA will have the option to end the absorption of port-ins based upon market conditions.

*Planned Non-Significant Changes:* OHA does not have any planned non-significant changes for this activity.

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

*Planned Significant Changes:* OHA has no significant changes planned for this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,644 (50% reduction)
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776= \$43,410 (57% reduction)
<b>CE #2: Staff Time Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total time to complete the task in staff hours (decrease). Local Port Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)
Administering Local Ports	Total amount of staff time dedicated to the task prior to implementation of	Expected amount of total staff time dedicated to the task after implementation of the activity = 1

	the activity = 1 hour * 1,100 =1,100 staff hours	hour * 825 requests = 825 hours (25% reduction)
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)

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

*Plan Year Approved:* 2015

*Plan Year Implemented:* 2015

*Plan Year Amended:* None

*Description/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 administrative costs for providing a tenant utility allowance and/or a reimbursement payment will decrease, causing tenants to exercise conservation methods or select more energy/water efficient homes. The activity was implemented in the tenant-based portfolio. Implementation within the public housing portfolio is currently on hold as a phased approach is developed.

*Planned Non-Significant Changes:* OHA does not anticipate any changes or modifications to this activity.

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

*Planned Significant Changes:* OHA does not plan to make any significant changes to this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$0 (100% reduction)

Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 *.05) * 2,904 = \$6,699	Cost of task after to implementation of the activity = Zero (0)
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$6,699 \$220,968 = \$11,415,771	Total expected cost of task after implementation of the activity = \$10,228,812 + \$0= \$10,228,812 (9% reduction)
<b>CE #2: Staff Time Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 households = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 households = 0 hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate prior to implementation = 10%	Expected error rate after implementation = 5%
<b>CE #5: Increase in Agency Rental Revenue</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (20% increase)
Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)
Total rental revenue/total tenant payment in dollars (increase).	Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156	Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (<15%increase)

**MTW Activity #14-01: Alternative Recertification Schedules**

*Plan Year Approved: 2014*

*Plan Year Implemented: 2014*

*Plan Year Amended: 2020*

*Description/Update:* Regulations require annual recertification and verification to determine that a household meets program requirements. In FY 2007, MTW activity #07-01 was approved allowing for a triennial recertification schedule for elderly and/or disabled households on a fixed income in the public housing and voucher programs. In the interim years, at the discretion of the Executive Director, an automatic adjustment may be applied to the households' housing payment equal to the cost of living adjustment (COLA) made to the households' related income subsidy program. This activity has been implemented in the traditional MTW programs. This schedule has been effective at reducing staff time and costs, as well as, being less intrusive and time consuming for residents. Activity #14-01 incorporates changes made by Activity #07-01 and changes the recertification schedule for wage earning households to once every two years. All households that report no income, no income from wages, or temporary income remain on an annual recertification schedule to report increases in income. The offer of flat versus income rent will be made based on the recertification schedule for each public housing household. This activity also incorporates a customized OHA form for the authorization to release information to replace HUD form #9886. OHA will use the activity for RAD voucher holders.

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

OHA reviewed the activity and determined that most households would benefit from the biennial recertification schedule and would also result in a cost savings in staff time. OHA elected not to implement the Cost of Living Adjustments (COLA) for the Triennial households as described in the FY 2015 plan. OHA plans to apply this activity to RAD voucher holders.

During declared disaster periods OHA may allow self-certification for all interim reexaminations (form HUD 50058-MTW action type three), eliminating the need for verification by staff who may be limited or inundated with requests during an emergency. This allows participants quick relief due to decreases in income or changes in circumstances as a result of the declared disaster. The Executive Director will determine the duration of the period for self-certification and staff will inform participants that after the short-term emergency period is over all verification as well as a limited requirement to report subsequent income increases will resume and will be expedited.

*Planned Non-Significant Changes:* OHA plans to exclude income reporting requirements for additional income due to participation in pilot programs designed to test the concept of guaranteed income. It is expected that these programs will be relatively short term (1-2 years) in duration and OHA expects to prioritize re-certifications for participants in these programs to occur at the beginning of their pilot program participation.

*Planned Changes to Metrics/Data Collection:* OHA has no planned change to metrics or data collection for this activity.

*Planned Significant Changes:* OHA has no significant changes planned for this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total cost of task in dollars (decrease). Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)
Total cost of task in dollars (decrease). Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)
Total cost of task in dollars (decrease). Biennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$146,300	Expected cost of task after implementation of the activity = \$73,150 (50% reduction)
Total cost of task in dollars (decrease). Biennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)
<b>CE #2: Staff Time Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total time to complete the task in staff hours (decrease). Triennial HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)
Total time to complete the task in staff hours (decrease). Triennial Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)
Total time to complete the task in staff hours (decrease).		Expected amount of total staff time dedicated to the task after

Biennial HCV <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	implementation of the activity (in hours) = 1,750 hours (50% reduction)
Total time to complete the task in staff hours (decrease).  Biennial Public Housing <i>Reexam</i> Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)
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)
<b>CE #5: Increase in Agency Rental Revenue</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Rental revenue in dollars (increase).  Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)
<b>SS #1: Increase in Household Income</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = 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)
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
<b>Report the following information separately for each category:</b>	OHA's business system does not allow information to be tracked relative to these metrics.	
1. Employed Full- Time		
2. Employed Part- Time		
3. Enrolled in an Educational Program		
4. Enrolled in Job Training Program		
5. Unemployed		
6. Other-Drug Rehab Counseling		

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.		
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1,500 households (6% decrease)
<b>SS #8: Households Transitioned to Self Sufficiency</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity =7,500 of eligible households

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

*Plan Year Approved: 2012*

*Plan Year Implemented: 2012*

*Plan Year Amended: 2021*

*Description/Update:* Eliminate caps and time limits on project-based voucher (PBV) allocations. This activity was created in FY2010 when existing regulations limited Public Housing Authorities (PHAs) to project-basing up to 20 percent (20%) of the amount of budget authority allocated to the PHA by HUD in the PHA voucher program. Additionally, PHAs were limited to project-basing up to 25 percent (25%) of units in a single development. The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project.

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

This activity extends the long-term affordability of housing units using PBV assistance by allowing OHA to award projects to developers that will make efforts to leverage the PBV funding to preserve or create additional affordable housing opportunities for Oakland residents.

OHA reserves the option to issue new PBV awards during the upcoming fiscal year. OHA is dependent on developers submitting allocation requests and will award PBV's based on need and funding availability and OHA anticipates adding approximately 382 units through various strategies including continued lease up of units allocated through the City of Oakland NOFA process, the A1 Alameda County NOFA process, OHA development and conversion to project-based subsidy through disposition and RAD. OHA will continue to explore strategies for using this activity to serve special needs populations given the tight housing market and dwindling supply of affordable housing units. In FY 2023, OHA may participate in City of Oakland's 2021-22 New Construction of Multifamily Rental Affordable Housing Notice of Funding Availability (NOFA) as the basis for PBV awards.

*Planned Non-Significant Changes:* OHA does not have any non-significant change to this activity.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics included in the Standard HUD Metrics table below. Performance measures for this activity reflect the unknown status of new awards.

*Planned Significant Changes:* OHA has no significant changes planned for this activity.

<b>Standard HUD Metrics</b>		
<b>HC #4: Displacement Prevention</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero(0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)
<b>Standard OHA Metrics</b>		
<b>Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units	Number of PBV units awarded above 25% of the total units in a project = Zero (0) units	Expected housing units of this type after implementation of the activity = 100 units

reach a specific type of household, give that type in this box.	Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	
<b>Units of Housing Preserved</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = 100 units
<b>Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households
<b>Households Assisted by Services that Increase Housing Choice</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 25 households

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

*Plan Year Approved:* 2011

*Plan Year Implemented:* 2011

*Plan Year Amended:* None

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

households assisted with PBVs. This activity is largely dependent upon participant families requesting changes to household composition and its utilization is affected by these requests. OHA may use this activity to admit homeless families into units that are larger than the occupancy standard required for the family size to ameliorate the homeless crisis in Oakland. OHA would offer subsidy consistent with unit size, instead of family size to enable eligibility for families who would otherwise not meet the occupancy standards for the unit. OHA plans to use this activity for RAD voucher holders.

OHA may allow families to occupy units for which their family composition may not meet the occupancy standard. Family composition is a dynamic characteristic that changes over time leading to ever-changing waitlists that do not align with static housing inventory. During any crisis, OHA implements a housing first prioritization, removing barriers to housing, like occupancy standards, for otherwise eligible homeless families.

*Planned Non-Significant Changes:* OHA has no non-significant changes to propose for this activity.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics or data collection included in the Standard HUD Metrics table and the local OHA metrics table below.

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>HC #4: Displacement Prevention</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	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
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households doesn't apply because the households impacted by this activity are in place.
<b>Standard OHA Metrics</b>		
<b>Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = Five (5) households
<b>Units of Housing Preserved</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Two (2) units
<b>Households Assisted by Services that Increase Housing Choice</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Five (5) households

**MTW Activity #11-02: Standardize Transfer Policy**

*Plan Year Approved:* 2011

*Plan Year Implemented:* 2011

*Plan Year Amended:* N/A

*Description/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 or longer 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 may 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. For FY 2023, OHA plans to restrict transfers from local non-traditional programs into the HCV program.

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

*Planned Non-Significant Changes:* No non-significant changes are planned.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics, baselines or data collection in the Standard HUD Metrics and the local OHA metrics table below.

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>HC #3: Decrease in Wait List Time</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
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)
<b>HC #4: Displacement Prevention</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity = 25	Expected households losing assistance after implementation of activity = 5
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs) = 15
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	Expected households receiving services aimed to increase housing choice after implementation of the activity = 15
<b>CE #5: Increase in Agency Revenue</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = \$35,201,999	Expected Rental revenue in dollars after implementation of the activity = \$1,500,000

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

*Plan Year Approved:* 2011

*Plan Year Implemented:* 2018

*Plan Year Amended:* N/A

*Description/Update:* Develop a sub-program to award long-term housing assistance to Single Room Occupancy (SRO) and studio apartment developments. Based on local market conditions, OHA will extend assistance to programs that operate SRO housing given the high need for housing in Oakland. Due to high market rate rents and a very low inventory of affordable housing units, hard to house populations are being adversely affected as developers opt to convert SRO housing to other uses. OHA reserves the right to issue another Request for Qualifications (RFQ) based on need, City of Oakland priorities and funding availability. In FY 2023 OHA plans to continue to provide housing assistance to 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.

*Planned Non-Significant Changes:* OHA plans to fund a local capitalized operating agreement for a 15-year term for project Homekey funding recipients to provide operating fund subsidy for the Coliseum Way and Piedmont Place projects as described below:

### Homekey Program Background

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

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

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

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

### Coliseum Way

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

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

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

### Piedmont Place

Piedmont Place, a 45-room motel is located at 55 MacArthur Boulevard. The affordable housing unit mix includes 38 Single Room Occupancy (SROs), 5 one-bedrooms and 1 two-bedroom unit

at 10% AMI and one manager unit. The property will be converted into permanent housing for people who are chronically homeless. The project joint sponsors are Memar Properties, Inc. and Bay Area Community Services (BACS).

The property consists of two buildings that include 44 proposed affordable units and one manager's unit, five of which have full kitchens and all other remaining units are equipped with full bathrooms, a microwave, cooktop and refrigerator but without a separate sink for food preparation. The property is located between the Uptown and Piedmont Avenue neighborhoods, with immediate access to these neighborhoods' food, shopping, transportation, parks, and medical resources. Project sponsors BACS and Memar Properties, Inc. are under contract to purchase the property by March 31, 2022. BACS will provide comprehensive, wrap-around supportive services on site. The property is in excellent condition, and project sponsors are eager to engage with the community in preparation for this project.

### Project Evaluation

Staff reviewed all Homekey proposals applying a risk-based approach to underwriting in order to ensure long term financial stability. A primary underwriting objective was to create positive net operating income which is sufficient to sustain the project through uncertainty in the long term over 15 years. Our assessment included, but was not limited to, long term maintenance needs, on site resident services, and property management.

On January 11, 2022, the Authority's project team met with Danco and Operation Dignity. Coliseum Way was evaluated against the Authority's threshold funding criteria and priorities established by the Board of Commissioners. The project met all criteria except the Authority's standard of including full kitchens and baths in all units.

- Population served is 30% AMI and below
- Wrap around services are available for the duration of the Authority's investment
- Integration into the surrounding community.
- Safety and security plan
- Units will meet the Authority's standard of including full kitchens and baths
- On site property management and resident support services
- Ability to meet the Homekey timeline requirements

Other evaluation criteria and considerations the team applied were:

- Long-term stability of the project
- Overall project needs
- Ease of operations and minimizing administrative burdens on staff
- Alignment with The Authority's mission
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OHA's conditional award is contingent on the project receiving an award of HomeKey funding from the State. It is also conditional based upon the project's receipt of clearances and authorizations to use federal funds.

### Housing Quality Standards

The project must meet Housing Quality Standards prior to execution of the capitalized operating reserve agreement and regularly (at least biennially) after the initial disbursement of capitalized operating reserves.

The project opening date is projected to be Nov. 2022.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics or data collection methods included in the Standard HUD Metrics table and the local OHA metrics table below.

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>HC #4: Displacement Prevention</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = 100	Expected households losing assistance/moving after implementation of the activity = Zero (0)
<b>HC#1: Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = Building Bridges - (192) units and Homekey Coliseum Way and Piedmont Place – (62) units  <b>Total Units = 254 units</b>
<b>HC#2: Units of Housing Preserved</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Building Bridges - (192) units and Homekey Coliseum Way and Piedmont Place – (62) units  <b>Total Units = 254 units</b>
<b>HC#5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Building Bridges - (192) households and Homekey Coliseum Way and Piedmont Place – (62) households  <b>Total households = 254 households</b>
<b>HC#7: Households Assisted by Services that Increase Housing Choice</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Building Bridges - (192) households and Homekey Coliseum Way and Piedmont Place – (62) households  <b>Total Households = 254 households</b>

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

*Plan Year Approved:* 2011

*Plan Year Implemented:* 2011

*Plan Year Amended:* N/A

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

**Parents and Children Together (PACT)**



This activity uses partnerships with the Alameda County Sheriff's Office (ACSO) and other program providers, to facilitate the development of local, non-traditional housing programs like the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative. This program offers service-enriched transitional housing support to formerly incarcerated mothers seeking to reunite with their children and deter recidivism. The Dads Acquiring and Developing Skills (DADS) program serves fathers exiting minimum security incarceration seeking to reunite with their children and families. Currently, ACSO refers MOMS and DADS program participants to OHA for housing. OHA has implemented the Parents and Children Together (PACT) program to provide transitional service

enriched housing to both populations and families referred by other vetted service providers. In addition to the housing subsidy, the PACT program offers customized adult, family and youth case management, group counseling services, family activities and educational and employment development assistance to all participants as a condition for participation in the program.

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

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



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

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

*Planned Non-Significant Changes:* No non-significant changes are planned.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics or data collection methods included in the Standard HUD Metrics table.

*Planned Significant Changes:* OHA has no planned significant changes to this activity.

<b>Standard HUD Metrics PACT Program</b>		
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13 households
<b>HC #7: Households Assisted by Services that Increase Housing Choice</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 13 households
<b>Standard OHA Metrics</b>		
<b>Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 13 households
<b>Increase in Household Income</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage (\$12.55) = \$10,000
<b>Increase in Household Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = \$100  OHA will also link families to Family and Community Partnerships to help offer assistance with establishing a

		savings plan or enrolling in the FSS program.
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***Increase in Positive Outcomes in Employment Status***

Unit of Measurement	Baseline	Benchmark
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Report the following information separately for each category:		
1. Employed Full- Time	1) 0 households	1) 0 households
2. Employed Part- Time	2) 0 households	2) 2 households
3. Enrolled in an Educational Program	3) Unknown	3) 3 households
4. Enrolled in Job Training Program	4) Unknown	4) 1 household
5. Unemployed	5) 8 households	5) 6 households
6. Other-Drug Rehab Counseling	6) Unknown	6) 8 households

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	
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***Households Removed from Temporary Assistance for Needy Families (TANF)***

Unit of Measurement	Baseline	Benchmark
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Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 8 households	Number of households receiving TANF after implementation of this activity= 8 households
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***Households Assisted by Services that Increase Self Sufficiency***

Unit of Measurement	Baseline	Benchmark
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Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 13 households
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***Households Transitioned to Self Sufficiency***

Unit of Measurement	Baseline	Benchmark
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Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 3 households will graduate from program
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<p>Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p>		
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**Building Bridges – Shared and Transitional Housing**

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



**Henry Robinson (SRO-Transitional)**

The Henry Robinson (559 16<sup>th</sup> Street) is a single room occupancy hotel of 62 units of transitional housing serving homeless adults and those suffering from mental health disabilities, substance abuse recovery and physical, chronic health conditions. Supportive services include needs assessment and partnerships with community providers such as Bay Area Community Services (BACS) to provide employment, health and educational services to program participants. This partnership has not launched and OHA does not expect it to be ready in FY 2023 due to extensive renovation work on the site and plans to explore replacing this partner in FY 2023.

**Operation Dignity (SRO-Transitional)**

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

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

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

1. 80% of families exiting the program will transition to permanent housing

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

FIT started serving families through Building Bridges in March 2018.

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

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

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

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

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

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

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

The Matilda Cleveland (MC) Program is a 14-unit project for homeless families that is designed to assist them with transitioning to permanent housing. All families are referred to MC through a Coordinated Entry process via the Family Front Door. Families enrolled in the project are able

to receive various support services designed to help them achieve self-sufficiency and get permanent housing in the least possible time. Families receive access to case management, employment support services and access to mental health and housing search assistance. Some of the specific goals of the project include the following:

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

MC joined the Building Bridges program in March 2018.

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

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

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

*Planned Non-Significant Changes:* This activity remains ongoing. OHA plans to work with local government agencies and other non-profits to explore using unused facilities to provide temporary housing assistance to homeless (OUSD) students and their families. The program will provide shared and transitional housing using a shallow housing subsidy and families may be able to transition into a project based voucher unit after stabilization depending on voucher availability.

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

*Planned Significant Changes:* There are no significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or	Households able to move to a better unit and/or neighborhood of	Expected households able to move to a better unit and/or neighborhood of

neighborhood of opportunity as a result of the activity (increase).	opportunity prior to implementation of the activity = Zero (0)	opportunity after implementation of the activity = 61 households
<b><i>HC #7: Households Assisted by Services that Increase Housing Choice</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 61 households
<b><i>Additional Units of Housing Made Available</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 61 households
<b><i>Increase in Household Income</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage (\$12.55) = \$10,000
<b><i>Increase in Household Savings</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = \$100 OHA is exploring with partners how to access this information. It currently is unavailable.
<b><i>Increase in Positive Outcomes in Employment Status</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Report the following information separately for each category:		
1. Employed Full-Time	1) 0 households 2) 0 households	1) 0 households 2) 1 households

2. Employed Part-Time	3) 0 households	3) 2 households
3. Enrolled in an Educational Program	4) 0 households	4) 1 household
4. Enrolled in Job Training Program	5) 8 households	5) 6 households
5. Unemployed	6) 0 households	6) 8 households
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	
<b>Households Removed from Temporary Assistance for Needy Families (TANF)</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 0 households	Number of households receiving TANF after implementation of this activity= 8 households
<b>Households Assisted by Services that Increase Self Sufficiency</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 61 households
<b>Reducing Per Unit Subsidy Costs for Participating Households</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars before implementation = Zero	Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = \$908
<b>Households Transitioned to Self Sufficiency</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section	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 = 20 households will graduate from program

(II) Operating Information in the space provided.		
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**MTW Activity #10-01: Specialized Housing Programs**

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* N/A

*Description/Update:* In partnership with local organizations, OHA operates local non-traditional programs to serve the needs of low-income Oakland residents. This activity increases the allocation of resources to these programs to improve outcomes and leverage MTW funds to increase funding for services and other supports for MTW local non-traditional programs.

*Planned Non-Significant Changes:* None are planned.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics or data collection methods included in the Standard HUD Metrics table and the local OHA metrics table below.

*Planned Significant Changes:* OHA has no planned significant changes for this activity

<b>Standard HUD Metrics</b>		
<b>CE #4: Increase in Resources Leveraged</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Actual amount leveraged after implementation of the activity (in dollars) = \$425,000

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* 2021

*Description/Update:* Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero (\$0) to remain in the program for up to 12 months before being terminated from the program. This activity will apply to RAD voucher holders. This activity removes incentives for families to end employment or reduce sources of income in order to maintain housing assistance, encourages employment and provide additional security for participants trying to increase their income.

OHA extends the regulatory period by six months (versus the existing 2010-approved MTW extension of 18 months) to allow residents that achieve zero HAP the option to have a total 12-month period to remain on the program. They can revert to HAP one time during this period and if zero HAP is achieved a second time, the family will be notified that they have used their one option for extension and they will graduate/be terminated from the program.

*Planned Non-Significant Changes:* OHA has no non-significant changes planned for this activity.

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

*Planned Significant Changes:* OHA has no significant changes planned for this activity.

<b>Standard HUD Metrics</b>		
<b>SS #1: Increase in Household Income</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$47,711 for 109 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$47,711 (0% increase)
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementing this activity = 20 households	Number of households receiving TANF assistance after implementing this activity = 5 households
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity = Zero (0)	Expected average subsidy per household affected by this policy after implementation of the activity = Zero (0)
<b>SS #7: Increase in Agency Rental Revenue</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
PHA rental revenue/HAP in dollars (increase).	HAP prior to implementation of the activity (in dollars) = \$0	Expected HAP after implementation of the activity (in dollars) = \$0
<b>SS #8: Households Transitioned to Self Sufficiency</b>		

Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 10 households	Number of households transitioned to self-sufficiency after implementation of this activity = 10 households
<b>Standard OHA Metrics</b>		
<b>Households Assisted by Services that Increase Self Sufficiency</b>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation of this activity = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation of this activity =10 households

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* N/A

*Description/Update:* Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. This activity will apply to RAD conversions. Reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts.

OHA plans to use this activity for RAD voucher holders if a site qualifies as non-contiguous.

*Planned Non-Significant Change:* No non-significant changes planned.

*Planned Changes to Metrics/Data Collection:* There are no changes to the metrics or data collection methods included in the Standard HUD Metrics table below

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).		

	Cost of task prior to implementation of the activity = \$52.61 (staff salary/hour) * 48 hours = \$2,525	Expected cost of task after implementation of the activity = \$52.61 * 0 hours = \$0
<b>CE #2: Staff Time Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 6 hours/contract * 8 contracts = 48 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 6 hours/contract * 0 contracts = 0 Hours

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* N/A

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

*Planned Non-Significant Changes:* OHA does not anticipate any changes or modifications to the activity.

*Planned Changes to Metrics/Data Collection:* OHA does not plan any changes to the metrics and data collection methods.

*Planned Significant Changes:* OHA has no planned significant changes for this activity

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 0 AMP areas = \$0
<b>CE #2: Staff Time Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

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

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* N/A

*Description/Update:* As a result of public housing disposition, some households may meet the definition of “over-housed” based on differences in the occupancy policies in Section 8 programs. Additionally, a member of a PBV assisted family may leave or be removed from the household composition for one reason or another, during the course of an assisted tenancy. As a result, a family may no longer qualify for a unit they occupy and would be required to relocate to an appropriately sized unit when one may not be available. In these situations, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family as opposed to the actual number of bedrooms in the unit and the family would not have to be displaced. OHA may opt to accept a lower HAP to house families in units when there are no families on the waitlist that qualify for the size units that are available.

This activity is used to ensure access to housing for families impacted by disposition and preservation of affordable units when a family's subsidy standard becomes less than the PBV unit size during the course of the tenancy.

*Planned Non-Significant Changes:* OHA has no planned non-significant changes to this activity.

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

*Planned Significant Changes:* OHA has not planned significant changes to this activity.

<b>Standard HUD Metrics</b>		
<b>HC #2: Units of Housing Preserved</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 0 units preserved
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars) = \$645	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars) = \$1,645
<b>HC #4: Displacement Prevention</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = 0 units

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended: 2021*

*Description/Update:*

### **LHAP**

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

Originally, 44 households were on this program. During FY 2023, OHA projects only 13 households will remain of the original LHAP families.

### **SBHAP**

OHA requires 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 are required to meet the HQS. Participant families are assisted by providers contracted by the City of Oakland and receive supportive services along with the housing assistance offered under the activity. OHA's contracts with the City leveraged resources, expertise, and community connections to deliver housing related services to up to 180 hard-to-house households on an annual basis in Oakland. This is an increase of 40 households which are being housed by the City in Community Cabins. OHA implements a Step Down program to allow program participants that have been stably housed for more than a year to transition to an HCV.

FPFY supports 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 is to help youth access the community resources available to them. Education and Employment Specialists (EES) work 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 receives coaching from a trauma-trained, strength-based Youth Advocate (YA) that they work with weekly. YAs assist 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 work 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.

After demonstration of housing stability for one year, pending availability, OHA may elect to offer program participants the option to apply for an HCV and OHA does plan to implement this during

FY 2023 pending availability of HCVs. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.

**BB-CalWORKs**

Under the OHA MTW Building Bridges-CalWORKs program, OHA provides rental assistance (up to 2 years) for formerly homeless Alameda County Social Services Agency (ACSSA) CalWORKs clients who are housed in Oakland and are employable and actively engaged in a plan to achieve self-sufficiency. OHA used its MTW resources to leverage commitments from ACSSA to provide wrap around case management services that address employment barriers and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV at OHA’s discretion and OHA does plan to do this during FY 2023 pending availability of HCVs.

**BB-THP+**

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

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

Permanent Supportive Housing Partnerships

Building Bridges Key To Home Pilot Program (BB-KTH)

Description

OHA will partner with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to 23 families through a new local housing assistance pilot program. The program will provide a coordinated exit for families with children out of Project Roomkey interim housing in to more long term supportive housing managed by a third-party homeless service provider and property manager contracted by OAHPI to provide resident community services and property management. The program will have a tiered tenant rent structure based on Area Median Income (AMI). The AMI categories for program participant rents are as follows with all families being at least at 50% AMI or below:

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

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

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

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

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

1. General services including outreach, goal planning, information and referral, case management, living skills assistance, coordination of services, conflict resolution, housing retention skills development and eviction prevention;
2. Benefits/money management assistance including assistance applying for public benefit programs, referrals for payee services, credit counseling referrals, civil legal assistance linkages, and assistance with budgeting and establishing bank accounts;
3. Integrated, co-occurring treatment resources that include individualized assessment and treatment planning and coordinated care for physical health/medical, mental health, and substance use conditions;
4. Linkages and coordination with primary care and medical providers, health education, HIV/AIDS care and referrals;
5. Mental health services including individual assessment and counseling, group counseling, psychiatric care and referrals, referrals and advocacy;
6. Substance use/abuse services including individual assessment and counseling, group counseling, referrals to treatment programs and ongoing support;
7. Employment/vocational/educational training, on and off-site training, educational opportunities, financial assistance for work training at education, and work opportunities connected with the services program; and
8. Community building/social activities including peer support, outings and field trips, organizing/political activities, consumer/tenant involvement opportunities and support;
9. Adequate and convenient transportation to off-site services

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

OHA may elect to use referrals from partners to house specialized populations such as but not limited to homeless families with children. These families may be offered supportive services if they are participants in programs or studies that involve supportive services.

*Planned Non-Significant Changes:* OHA plans to fund a local capitalized operating agreement for a 15-year term for project Homekey funding recipients to provide operating fund subsidy for the Coliseum Way, Phoenix, and Piedmont Place projects as described below:

## **Homekey**

### Homekey Program Background

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

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

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

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

### Coliseum Way

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

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

Project sponsors Danco and Operation Dignity intend to create a lounge area, community kitchen, office spaces for onsite support services and property management, as well as upgrades to the grounds including a dog walk and other landscaping utilizing DHCD and Homekey funds. In addition, the existing industrial laundry room will be converted into a laundry area accessible for tenants to use free of charge. At least 12 of the larger units will be upgraded to include full

kitchenettes that will include a sink, refrigerator/freezer, and a cooktop. The sponsors are evaluating the potential of adding full kitchenettes to all units utilizing City and Homekey funds.

### Piedmont Place

Piedmont Place, a 45-room motel is located at 55 MacArthur Boulevard. The affordable housing unit mix includes 38 Single Room Occupancy (SROs), 5 one-bedrooms and 1 two-bedroom unit at 10% AMI and one manager unit. The property will be converted into permanent housing for people who are chronically homeless. The project joint sponsors are Memar Properties, Inc. and Bay Area Community Services (BACS).

The property consists of two buildings that include 44 proposed affordable units and one manager's unit, five of which have full kitchens and all other remaining units are equipped with full bathrooms, a microwave, cooktop and refrigerator but without a separate sink for food preparation. The property is located between the Uptown and Piedmont Avenue neighborhoods, with immediate access to these neighborhoods' food, shopping, transportation, parks, and medical resources. Project sponsors BACS and Memar Properties, Inc. are under contract to purchase the property by March 31, 2022. BACS will provide comprehensive, wrap-around supportive services on site. The property is in excellent condition, and project sponsors are eager to engage with the community in preparation for this project.

### The Phoenix

The Phoenix will be located at 801 Pine Street in the West Oakland Prescott neighborhood and will be comprised of 101 total newly constructed modular units, with 52 Homekey units targeting persons who are chronically homeless. Referrals to Homekey units shall be made through the local Coordinated Entry System (CES) for persons who are experiencing homelessness. The remainders of the units are designated for 50% and 60% AMI households. The affordable housing unit mix includes 82 studios, 3 one-bedroom, 15 two-bedroom units and 1 manager unit that range from 10% - 60% AMI.

The Phoenix will also include a 7,000 square foot community building which will be home to a robust resident services program. The Phoenix is proposed to be constructed from Factory\_OS manufactured modules that will be installed more expeditiously than is typically possible for new construction projects. The Phoenix is fully entitled, in the building permitting process, and is scheduled to be ready for occupancy at the end of 2022.

The Phoenix is an integral part of a 316-unit mixed-income, mixed-use master plan. The entire master-planned site is approximately 4.65 acres in size; the Phoenix affordable site is 0.90 acres of that total, and will be owned by the applicant team, East Bay Asian Local Development Corporation (EBALDC) and Allied Housing / Abode. The site is currently vacant except for a concrete slab, with no structures or occupants. The master developer, Holliday Development, will construct the project and EBALDC / Allied Housing will acquire the "project" fully completed and ready for occupancy. The Phoenix has already secured funding through DHCD's 2020 New Construction NOFA that can be counted towards the Homekey match requirements. The Phoenix also has secured capital and operating funds through the Housing for a Healthy California (HHC) Program funds.

Project Evaluation

Staff reviewed all Homekey proposals applying a risk-based approach to underwriting in order to ensure long term financial stability. A primary underwriting objective was to create positive net operating income which is sufficient to sustain the project through uncertainty in the long term over 15 years. Our assessment included, but was not limited to, long term maintenance needs, on site resident services, and property management.

On January 11, 2022, the Authority’s project team met with Danco and Operation Dignity. Coliseum Way was evaluated against the Authority’s threshold funding criteria and priorities established by the Board of Commissioners. The project met all criteria except the Authority’s standard of including full kitchens and baths in all units.

- Population served is 30% AMI and below
- Wrap around services are available for the duration of the Authority’s investment
- Integration into the surrounding community.
- Safety and security plan
- Units will meet the Authority’s standard of including full kitchens and baths
- On site property management and resident support services
- Ability to meet the Homekey timeline requirements

Other evaluation criteria and considerations the team applied were:

- Long-term stability of the project
- Overall project needs
- Ease of operations and minimizing administrative burdens on staff
- Alignment with The Authority’s mission

The Authority’s conditional award is contingent on the project receiving an award of HomeKey funding from the State. It is also conditional based upon the project’s receipt of clearances and authorizations to use federal funds.

Housing Quality Standards

The project must meet Housing Quality Standards prior to execution of the capitalized operating reserve agreement and regularly (at least biennially) after the initial disbursement of capitalized operating reserves.

The project opening date is projected to be Nov. 2022.

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

*Planned Significant Changes:* OHA has no planned significant changes for this activity

<b>Standard HUD Metrics</b>		
<b>HC #1: Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) <b>LHAP</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 13
<b>SBHAP</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 140
<b>BB-CalWORKs</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 35
<b>BB-THP+</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 35
<b>BB-KTH pilot</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 23
<b>Homekey – Coliseum Way, Piedmont Place and Phoenix</b>	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 118
<b>Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).</b>	<b>Total number of households who would not qualify for an available unit based on household composition = Zero (0)</b>	<b>Total expected housing units of this type after implementation of the activity = 341</b>
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>LHAP</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 13
Number of households able to move to a better unit and/or neighborhood of opportunity as a	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 = 140

result of the activity (increase). <b>SBHAP</b>		
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>BB-CalWORKs</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 35
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>BB-THP+</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 35
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>BB-KTH pilot</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 23
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). <b>Homekey – Coliseum Way, Piedmont Place and Phoenix</b>	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 118
<b>Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	<b>Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)</b>	<b>Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 341</b>
<b><i>HC #7: Households Assisted by Services that Increase Housing Choice</i></b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase housing choice (increase). <b>LHAP</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 13
Number of households receiving services aimed to increase housing choice (increase). <b>SBHAP</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =140
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 =35

<b>BB-CalWORKs</b>		
Number of households receiving services aimed to increase housing choice (increase). <b>BB-THP+</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =35
Number of households receiving services aimed to increase housing choice (increase). <b>BB-KTH pilot</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =23
Number of households receiving services aimed to increase housing choice (increase). <b>Homekey – Coliseum Way, Piedmont Place and Phoenix</b>	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =118
<b>Total number of households receiving services aimed to increase housing choice (increase).</b>	<b>Total households receiving this type of service prior to implementation of the activity = Zero (0)</b>	<b>Total expected number of households receiving these services after implementation of the activity =341</b>

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

*Plan Year Approved: 2010*

*Plan Year Implemented: 2010*

*Plan Year Amended: 2021*

*Description/Update:* OHA plans to redesign the Family Self Sufficiency (FSS) program building on best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives. Proposed changes are as follows: (1) Expand eligible participation to MTW local non-traditional programs; (2) Allow for the full-time student rule to apply to Head of Household (HOH)/Co-head/Spouse; (3) Implement an FSS escrow Table with defined income ranges and associate escrow amounts. OHA anticipates that this re-design will incent increased participation in the FSS program by encouraging increased skills and job training among program participants which includes those who are enrolled in school or educational programs. The current program and escrow calculation is designed to allow families who are low income or not working to accumulate more escrow as they become employed. OHA is proposing changes that would allow escrow to be accumulated for those that are both high and low wage earners. These changes will have an impact on escrow earnings which will allow for a wide range of income levels to accrue escrow sooner than they would have otherwise and support the statutory objective of providing incentives for families with children to become self-sufficient.

The goal of the FSS program is to facilitate and support participants to become self-sufficient. OHA defines self-sufficiency for this activity as the ability to meet individual and household needs,

plan for and achieve short and long-term goals, deal with emergencies with resilience, and use information and skill sets to find and take advantage of available resources. Metrics to measure achievement of self-sufficiency will be defined as graduating from FSS and receiving the balance of the escrow account.

Currently, OHA offers the FSS program to the following housing programs: Public Housing, Project Based Voucher, and Housing Choice Voucher (HCV). OHA is requesting to allow other families not eligible under regulations to participate in the FSS program, including MTW local non-traditional program participants. Per 24 CFR 984.103, eligible families are defined as: (1) For the public housing FSS program, current residents of public housing. Eligible families also include current residents of public housing who are participants in local public housing self-sufficiency programs; and (2) For the HCV FSS program, current HCV rental certificate or rental voucher program participants, including participants in the Project Self-Sufficiency, Operation Bootstrap or other local self-sufficiency programs.

Program regulations do not allow for the Head of Household (HOH)/Co-head/Spouse participants to receive the full-time student exclusion that is provided to other adult household members. OHA is requesting that all earnings above \$480 be excluded for full-time student HOH/Co-Head/Spouses during the first two years of participation in the FSS program. Per 24 CFR 5.609 © (11), earnings in excess of \$480 for each full-time student 18 years or older (excludes the head of household and spouse). OHA proposes allowing this student exclusion as an option for HOH/Co-head/Spouses. OHA anticipates that allowing this waiver will encourage higher learning, job training, and increased wages for FSS families, supporting the statutory objective of providing incentives for families with children to become self-sufficient.

OHA currently uses the following regulatory method to calculate escrow credit. Per 24 CFR 984.305, (b). FSS credit— (1) Computation of amount. For purposes of determining the FSS credit, “family rent” is: for the public housing program, the total tenant payment as defined in 24 CFR subpart F of 24 CFR part 5; for the rental certificate program, the total tenant payment as defined in 24 CFR subpart F of 24 CFR part 5; and for the rental voucher program, 30 percent of adjusted monthly income. The FSS credit shall be computed as follows: (i) For FSS families who are very low-income families, the FSS credit shall be the amount which is the lesser of: (A) Thirty percent of current monthly adjusted income less the family rent, which is obtained by disregarding any increases in earned income (as defined in §984.103) from the effective date of the contract of participation; or (B) The current family rent less the family rent at the time of the effective date of the contract of participation. (ii) For FSS families who are low-income families but not very low-income families, the FSS credit shall be the amount determined according to paragraph (b)(1)(i) of this section, but which shall not exceed the amount computed for 50 percent of median income.

The regulatory method to calculate escrow allows for FSS families to earn escrow credit, at different ranges of income and rent amounts and tends to incent those that low wage or non-working families to participate as if they start working they will accumulate the most escrow based on current calculation methodology. OHA is requesting a waiver to implement a new method for calculating escrow credit. Escrow credit will be based only on the earned income range for the household as defined below in Table A. OHA proposes the following schedule ranges for earned income with an associated escrow credit corresponding to the income range. See table A below for proposed income ranges and escrow credit:

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

Implementation planning will commence in FY 2022 as changes will need to be made to the primary OHA business system to support this new table and escrow credit calculation. OHA estimates changes to the OHA business system to be completed by the end of FY22. Once the FSS Action Plan has been updated and the changes to OHA's business system have been completed OHA will set a start date to begin enrolling new FSS participants into the FSS redesign projected in FY 2023.

OHA will allow non-eligible program participants such as those in MTW local non-traditional programs to apply to participate in the FSS program. Programs such as PACT (Activity 11-05) have supportive services to facilitate job training and workforce development skills and these participants can benefit from additional FSS supportive services and escrow accumulation. OHA also has over 500 public housing participants in public housing sites managed by third party property managers, some in mixed finance sites, and these families will be allowed to apply for FSS participation. The third party managers use a different business system and OHA anticipates that the planning and procedures needed to accommodate these new FSS participants in OHA's existing business system will commence in FY 2023 and take most or all of the FY.

OHA plans to update the FSS Action Plan and submit to the local HUD field office for approval and implementation during FY 2022 of any modifications that require updates to the action plan.

OHA plans to implement the activity at different time intervals beginning in the summer of 2022. OHA will develop a revised Action Plan and submit to the local HUD office for review and approval. Once approved, OHA will begin enrolling local non-traditional program participants into the FSS program. New participants will have the option of selecting the full-time student exclusion for HOH/Co-head/Spouse during the first two years they are in the program and their escrow will be calculated based on the new escrow schedule. OHA will continue implementation planning to allow Public Housing residents at our third party sites the ability to enroll in the FSS program. This

part of the redesign will require inter-agency support to implement the business system changes. OHA anticipates this part of the activity to be implemented in last spring of 2023.

OHA intends to set an effective start date for the FSS redesign. Participants who enroll after the effective start date will abide by the new Action Plan and escrow calculation method. Current FSS participants will not have the option of changing the method used to calculate their escrow.

*Planned Non-Significant Changes:* OHA intends to set an effective start date for the FSS redesign. Participants who enroll after the effective start date will abide by the new Action Plan and escrow calculation method. New participants who enroll after the start date will not have the option of selecting between the traditional FSS program and the FSS redesign.

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

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>SS #1: Increase in Household Income</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$26,317 for 188 households	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$27,632.85 (5% increase)
<b>SS #2: Increase in Household Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average escrow of households affected by this policy in dollars (increase).	Average escrow of households affected by this policy prior to implementation of the activity (in dollars). \$5,089 for 184 households	Expected average escrow of households affected by this policy prior to implementation of the activity (in dollars) = \$5,343.45 (5% increase)
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Report the following information separately for each category:		
1) Employed Full-Time	1) 67 Participants	1) 10 Participants
2) Employed Part-Time	2) 30 Participants	2) 20 Participants
3) Enrolled in an Educational Program	3) 16 Participants	3) 10 Participants
4) Enrolled in Job Training Program	4) 1 Participant	4) 5 Participants
5) Unemployed	5) 92 Participants	5) 10 Participants
6) Other-Drug Rehab Counseling	6) 0 Participants	6) 0 Participants
	Unknown	

Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.		
<b>SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity =21 households	Number of households receiving TANF after implementation of this activity=17 households
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = 186 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 40 households
<b>SS #6: Households Transitioned to Self Sufficiency</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 15 households	Number of households transitioned to self-sufficiency after implementation of this activity = 0 households

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

*Plan Year Approved:* 2010

*Plan Year Implemented:* 2010

*Plan Year Amended:* None

*Description/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 and if a voucher or comparable tenant-based assistance is not available, give the family priority to receive the next available opportunity for continued tenant-based rental assistance. This activity

allows OHA to extend or reduce the minimum stay requirement for residents and gives OHA the discretion to prioritize families on the HCV waitlist.

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

If the decision is made to extend the minimum stay to 2 years or indefinitely, OHA will inform the public and residents through the standard public comment period which is used required to vet the MTW Plan. The Tenancy Addendum form will be modified to include the new minimum stay requirement or removal of the option of tenant-based assistance which is distributed to tenants when they move into a PBV unit. For FY 2023, OHA intends to restrict the option for PBV assisted households to request tenant-based assistance. OHA will offer other PBV assisted units if available to families wishing to move after one year.

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

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

OHA may suspend the option for families to transfer from a PBV unit to a tenant-based assisted unit in response to tight market conditions. Residents will have the option to request a transfer to another PBV assisted units that is available.

*Planned Non-Significant Changes:* There are no non-significant changes planned.

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

*Planned Significant Changes:* OHA does not anticipate any significant changes or modifications.

<b>Standard OHA Metrics (applies to increased minimum stay households)</b>		
<b>Number of Requests to Move that are Required to wait two years</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of new move requests from PBV to HCV that are required to wait due to altered minimum stay of two years	Average number of requests that had to wait to move for an altered minimum stay requirement prior to implementation = zero (0) requests	Number of requests that are required to wait a minimum of two years prior to receiving an HCV = 150 requests
<b>Number of Vouchers Issued for Move Requests</b>		

Unit of Measurement	Baseline	Benchmark
Number of HCVs issued to PBV residents who waited to move based on an altered minimum stay of two years (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 Households
<b>Standard HUD Metrics (applies to decreased minimum stays)</b>		
<b>HC #3: Decrease in Wait List Time</b>		
Unit of Measurement	Baseline	Benchmark
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)
<b>HC #4: Displacement Prevention</b>		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity. (number of households where voucher expires) This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.	Expected households losing assistance after implementation of activity. This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.
<b>HC #5: Increase in Resident Mobility</b>		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10

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

*Plan Year Approved: 2008*

*Plan Year Implemented: 2008*

*Plan Year Amended: None*

*Description/Update:* Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. These housing

opportunities provide units under the traditional programs as well as local, non-traditional units. This activity will create new and replacement affordable housing thereby increasing the housing choices for low-income households.

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

- Brooklyn Basin – OHA, in partnership with the City of Oakland and MidPen Housing Corporation, are developing 465 units of affordable housing for low-income families and seniors as part of the Brooklyn Basin master planned community. In FY 2023 OHA expects Project 3 (Foon Lok West), which includes 130 units for families (65 assisted with PBVs) to complete construction and achieve 100% occupancy. Project 4, Foon Lok East, is projected to close on all construction financing and start construction in FY 22 and achieve more than 50% completion and lease up by the end of FY23. Foon Lok East will contribute 124 new units (61 with PBVs) for families and will complete this significant multi-phased affordable project that is an integral part of a new master planned community comprised of 3,100 new homes on the Oakland waterfront.
- 285 12<sup>th</sup> Street - OHA is partnering with the East Bay Asian Local Development Corporation (EBALDC) to construct a new affordable housing building with 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations. Depending on the project's ability to secure financing, OHA may enter into an AHAP contract to provide PBV assistance to 16 units during FY 2023. OHA is also using MTW funds to provide loans to the project and it will purchase the site at the beginning of construction.
- 15<sup>th</sup> and Harrison Street – OHA anticipates that predevelopment planning for a new family development with 80-120 affordable rental units and ground floor commercial for families with incomes up to 60% of area median income will continue in FY 2023.
- 500 Lake Park – OHA is assisting EAH with the development of a 53 unit affordable housing development at 500 Lake Park Avenue and we anticipate construction to break ground in FY 2023. The planned building, which is in the Grand Lake neighborhood, will also include 2,900 square feet of commercial space. OHA purchased the site in June 2021 using MTW funds, and it is providing loans to the project. The Authority will also provide 14 project-based VASH vouchers.
- Acquisition – OHA will seek opportunities to acquire land and existing housing in order to preserve and create new housing opportunities.
- Reposition Current Assets – OHA will seek opportunities to reposition existing real estate at 7526 MacArthur Boulevard in order to preserve and create new housing opportunities that may include a variety of strategies to meet Oakland's need for additional permanent affordable housing.
- Buyouts – OHA will exercise its option to purchase the tax credit investor limited partner interests in low income housing tax credit partnerships in order to preserve affordable housing. During the FY, OHA plans to purchase the investor limited partners' interest in Lion Creek Crossing Phase 3 and Phase 4.



- **Repurpose** – OHA may use interagency partnerships to repurpose underutilized properties to meet Oakland’s need for additional affordable housing.

*Planned Non-Significant Changes:* OHA does not anticipate any changes or modifications to the activity in FY 2023.

*Planned Changes to Metrics/Data Collection:* Changes to the benchmarks of each metric reflect the updated totals planned for development activities and are included in the Standard HUD Metrics table below.

*Planned Significant Changes:* OHA has no planned significant changes to this activity.

<b>Standard HUD Metrics</b>		
<b>HC #1: Additional Units of Housing Made Available</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
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 = 65 units (Phase 3 Brooklyn Basin)
<b>HC #2: Units of Housing Preserved</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 50 OAHPI PBV units rehabbed.
<b>HC #5: Increase in Resident Mobility</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 65 households (Phase 3 of Brooklyn Basin)

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

*Plan Year Approved:* 2006

*Plan Year Implemented:* 2006

*Plan Year Amended:* None

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

*Planned Non-Significant Changes:* OHA may define a site as a small number of units (2 or more) for the purpose of creating short lived waitlists for hard to lease properties.

*Planned Changes to Metrics/Data Collection:* There are no planned changes to metrics or data collection.

*Planned Significant Changes:* OHA has no planned significant changes for this activity

<b>OHA and Standard Metrics</b>		
<b>CE #3: Decrease in Error Rate of Task Execution</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
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%
<b>HC #3: Decrease in Wait List Time</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average applicant time on wait list in months (decrease).	Number of months’ applicants spent on centralized waitlist prior to implementation = 60 months	Expected average number of months applicants spend on site based waitlist per site
Campbell Village	60 months	65 months
Lockwood Gardens	60 months	48 months
Peralta Villa	60 months	48 months
Harrison Towers	60 months	55 months
Adel Court	60 months	60 months
Oak Grove North	60 months	60 months
Oak Grove South	60 months	60 months (affected by disposition)
Palo Vista Gardens	60 months	24 months
Linden Court	60 months	55 months
Mandela Gateway	60 months	55 months
Chestnut Court	60 months	24 months
Foothill Family Apts	60 months	75 months

Lion Creek Crossing	60 months	24 months
<b>OHA Metric - Vacancy Rate per public housing site</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%
Campbell Village	2%	1.32%
Lockwood Gardens	2%	2.71%
Peralta Villa	2%	1.29%
Harrison Towers	2%	0.67%
Adel Court	2%	1.11%
Oak Grove North	2%	N/A sites designated for disposition
Oak Grove South	2%	N/A sites designated for disposition
Palo Vista Gardens	2%	0.93%
Linden Court	2%	1.54%
Mandela Gateway	2%	3.80%
Chestnut Court	2%	0.93%
Foothill Family Apts	2%	0.79%
Lion Creek Crossing	2%	1.76%

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

*Plan Year Approved:* 2006

*Plan Year Implemented:* 2006

*Plan Year Amended:* None

*Description/Update:* Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process. This activity will reduce the administrative time and development costs associated with issuing an RFP. Increase housing choices by creating new or replacement affordable housing opportunities. OHA reserves the option to issue new awards based on need, development opportunities and funding availability during the fiscal year.

*Planned Non-Significant Changes:* OHA does not anticipate any changes or modifications to the activity.

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

*Planned Significant Changes:* OHA does not have any planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>

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

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

*Plan Year Approved:* 2006

*Plan Year Implemented:* 2006

*Plan Year Amended:* None

*Description/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 will reduce the administrative time and development costs associated with issuing an RFP and increase housing choice by creating new or replacement affordable housing opportunities. The City of Oakland anticipates that it will allocate funding for its annual NOFA in 2022. It will notify developers of the amount of funding availability for development projects in September 2021 and make award notifications around March of 2022. OHA will evaluate awarded projects and opportunities to participate via PBV allocations to increase housing choices for low-income families in the City of Oakland. OHA will explore strategic partnerships with the City, County and County Agencies to expand affordable housing options through these PBV allocations, particularly for veterans and special needs populations served by those agencies programs.

*Planned Non-Significant Changes:* OHA does not anticipate any changes or modifications to the activity.

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

*Planned Significant Changes:* OHA has no planned significant changes for this activity.

<b>Standard HUD Metrics</b>		
<b>CE #1: Agency Cost Savings</b>		
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0
<b>CE #2: Staff Time Savings</b>		

Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per RFP
<b>Standard OHA Metrics</b>		
<b>Additional Units of Housing Made Available</b>		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 0
<b>Units of Housing Preserved</b>		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Housing units preserved prior to implementation of the activity = 0
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours

### B. Not Yet Implemented Activities

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

### C. Activities on Hold

<b>Table 14: Approved MTW Activities on Hold</b>					
Activity # and year approved	Fiscal Year Implemented (Year placed on HOLD)	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	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are

			and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period		found in Attachment D, Section D, Use of Funds
17-02	2018	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b.
13-01	2017	Rent Reform Pilot Program	<p>Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where:</p> <ul style="list-style-type: none"> <li>• Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households</li> <li>• Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households</li> <li>• Eliminate all deductions and earned income disallowance</li> <li>• Recent increases in income excluded in recertification</li> <li>• Absolute minimum rent of \$25</li> </ul>	<p>Reduce costs and achieve greater cost effectiveness</p> <p>Provide incentives for families with children to become economically self-sufficient</p>	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments	Provide incentives for families with children to become more economically	Attachment D, Use of Funds

			approved for disposition.	self-sufficient Increase housing choices	
09-02	2010 (2015)	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds

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

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

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

OHA plans to deploy this activity on a month-by-month basis as needed until the effects of the health crisis on OHA residents have 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. OHA will closely monitor data regarding interim requests and make evidence-based decisions for which programs this activity will be applied. OHA will establish tracking metrics to monitor staff time savings and re-purposing of staff that are freed up from normal operations.

This activity meets the objective of achieving greater cost effectiveness and may 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.

Goals of the activity include:

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

OHA may implement this activity on a short-term basis for wage-earning households that experience an unexpected loss of income during the disaster period for any combination of the following groups, based on funding availability:

#### HCV Program Participants

OHA may pay all or a portion of the contract rent and suspend re-certifications, interims, and late rent notices during the period of implementation for those wage-earning participants that qualify. This will save staff time in processing re-certifications, interims, circumstance changes, sending late rent notices and customer service requests regarding these items. For landlords that are on hold or abated, OHA may continue to pay the tenant portion of rent until the abatement has been cleared for those participants that qualify.

#### Public Housing Participants

OHA may waive all or a portion of the tenant rent for public housing residents for those wage earning participants that qualify. Tenants will continue to pay their utilities to the appropriate party.

#### MTW Local Program Participants

OHA may increase the housing assistance provided to local non-traditional programs for those wage earning participants that qualify. These programs include Local Housing Assistance Program, Building Bridges (BB-THP+, BB-CalWorks, BB-SRO), PACT and LHAP.

#### Non-MTW Program Participants

OHA may extend this activity to non-MTW households as permitted and pay all or a portion of the tenant portion of rent directly to the landlord for any combination of the following non-MTW program participants: mod-rehab, mainstream, VASH, FUP and shelter plus care wage earning program participants that qualify. Programs that require special permission before implementation due to funding requirements will not be implemented until permission is granted.

The program is structured so that when residents apply to participate and receive rent relief, they will be evaluated based on specific criteria and directed into one of two tracts: 1) Tract One will provide a process whereby the participant will re-pay the funds expended on their behalf either in

part or full through a re-payment program 2) Tract Two will provide an option for eligible participants to meet re-payment obligations through activities such as the following but not limited to job training enrollment, community services, etc.

Under the hardship criteria, OHA will allow any household that may not be included in the rent relief population to submit the interim reexamination request in accordance with standard practices and request inclusion for rent relief even if the household does not have income from wages. Eligible participants may be determined exempt from rent relief re-payment requirements based on criteria to be determined by the Executive Director or their designee.

Self-certification is the top of the verification hierarchy through the Enterprise Income Verification (EIV) system provided by HUD. The calculation of partial or full payment of a households' rent portion is as follows:

Reported Change by Participant:      Impact to Tenant Rent Calculation

Total loss of income:                      100% of tenant rent portion may be covered by OHA

Partial loss of income:                      50% of tenant rent portion is eligible to be covered by OHA

A partial loss of income is defined to be at least 50% of income as certified through EIV and/or self-certification. If self-certification is used, the tenant will be required to sign the "Declaration under Penalty of Perjury Form" (OMB Control No. 0920-1303) to certify an income loss. In this instance, OHA will re-calculate the tenant portion based on a 50% decrease in the last adjusted income that was used to determine the tenant portion of the rent.

This option for rent relief will be presented to any participant that is scheduled for re-certification or interim recertification due to an income change during the declared disaster period and will be published on OHA's website.

The authorizations to allow OHA to adopt and implement new policies to establish rents or subsidy levels for tenant-based assistance are in Attachment C: D.2.a. Authorizations to establish new rent policies for public housing program participants in Attachment C: C.11 of the MTW Agreement.

*Update on Reactivation Plan:* OHA will continue to evaluate the feasibility of implementing this activity in FY 2023 and may decide to remove from hold based on evolving and new emergencies

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

*Plan Year Approved:* 2017

*Plan Year Implemented:* 2017

*Plan Year Placed on Hold:* 2023

*Description/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 rose sharply while there was a steady exodus of owners opting to leave the program for various reasons.

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

*Update on Reactivation Plan:* OHA will continue to evaluate the feasibility of implementing this activity in FY 2023 and may decide to remove from hold based on staff recruitment and changing market environments.

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

*Plan Year Approved:* 2013

*Plan Year Implemented:* 2013

*Plan Year Placed on Hold:* 2017

*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.

*Update on Reactivation Plan:* OHA will continue to evaluate.

#### **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.

*Update on Reactivation Plan:* OHA held this activity off-line as it was determined it was not needed for Oak Grove North and South dispositions. The activity will be evaluated for the disposition of Harrison Towers and may be removed from hold in FY 2023 for the disposition or the RAD conversion of public housing units at Lion Creek Crossing Phases 1-4

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

*Plan Year Approved:* 2009

*Plan Year Implemented:* 2009

*Plan Year Placed on Hold:* 2015

*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.

*Update on Reactivation:* On Hold. OHA plans to reactivate this activity as needed. New projects will be thoroughly evaluated prior to making a new commitment. As OHA learns of new projects, it will reopen the activity and set new benchmarks. This activity is subject to funding availability and applicable projects. OHA has determined that funding is not available to pursue this activity in FY 2023. However, OHA will consider activating the activity pending new opportunities in future fiscal years.

This activity may be reactivated on an as needed basis.

**D. Closed Out Activities**

OHA does not propose to close any activities during FY 2023.

## Section V. Sources and Uses of Funding

The FY 2023 Sources and Uses reflect the agency vision for a capital expenditure plan to preserve OHA units for sustained occupancy. Recognizing that funding deficits with operating reserves is not a long-term solution, OHA has developed a Sources and Uses that sufficiently considers potential funding shortfalls. OHA has sufficient funds available that will be utilized in this fiscal year to support the approved budget request and projects and also maintains adequate operating reserve levels. Due to the timing of the Plan preparation and OHA's budget planning cycle, the Source and Uses included are a draft projection and will be finalized during OHA's Board approval and budget planning process. Final numbers will be included with the final Plan submission once OHA has a Board approved budget in June 2022. OHA will use HUD-held reserves that have been obligated and committed to various projects and activities to cover any expressed operating deficit reflected in this Sources and Uses.

### A. Planned Sources and Uses of MTW Funds

#### 1) Estimated Sources of MTW Funding for the Fiscal Year

Under MTW flexibility, OHA consolidates the public housing Operating Subsidy, the Capital Fund Program (CFP), and the Housing Choice Voucher program funding into a single fund budget. Allocations in FDS Line Item 71500 are reflected in FDS Line Item 70750 based on requests from the HUD Financial Management Division. What appears to be a shortfall between the Sources and Uses of MTW Funds indicated in Table 15 and Table 16, is not a shortfall, but planned uses on obligated and committed projects and expenses using reserves held for those projects and expenses., The difference is primarily due to the "Other Expenses" FDS line item, which includes MTW development obligations and capital expenditures which are described in activity #08-01 and in Appendix B and other HUD approved expenses related to Government Accounting Standard Board (GASB) 68 and 75 expenditures.

<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
70500 (70300+70400)	Total Tenant Revenue	5,003,819
70600	HUD PHA Operating grants	326,364,713
70610	Capital Grants	10,288,343
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	11,647,854
71100+72000	Interest Income	80,735
71600	Gain or Loss on Sale of Capital Assets	-
71200+71300+71310+71400+71500	Other Income	1,093,446
<b>Total Revenue:</b>		<b>354,478,910</b>

## 2) Estimated Uses of MTW Funding for the Fiscal Year

At the start of FY 2023, OHA expects HCV utilization to be in the 98th percentile, and projects a steady increase in utilization due to several efforts by OHA. Owner incentive activities will continue to be expanded across all components. In addition to the implementation of new and enhanced landlord incentives, OHA plans a continued implementation of all the initiatives under Building Bridges in FY 2023, including a new program called Homekey. PBVs that were conditionally awarded to existing, new or rehabilitated developments will be moved through the review process to lease up. All of these efforts are aimed at maximizing the families served while the traditional HCV program adapts to serve families in the expensive and low inventory Bay Area rental market. OHA expects to fund the shortfall of expenses, due to its expanded incentive services and new or rehabilitated development projects, by utilizing its program reserves. The single fund budget will support increased resident services, with a focus on economic development and self-sufficiency. Additional uses will cover security and protective services for OHA properties for FY 2023.

<b>Table 16: Estimated Sources of MTW Funding for the Fiscal Year</b>		
<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>
91000	Total Operating – Administrative	57,316,881
91300 + 91310 + 92000	Management Fee Expense	288,440
91810	Allocated Overhead	(10,785,780)
92500 (92100+92200+92300+92400)	Total Tenant Services	3,182,223
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	2,216,235
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	12,881,680
95000 (95100+95200+95300+95500)	Total Protective Services	7,566,379
96100 (96110+96120+96130+96140)	Total insurance Premiums	4,010,156
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	2,570,340
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	0
97100+97200	Total Extraordinary Maintenance	0
97300+97350	Housing Assistance Payments + HAP Portability-In	260,512,365
97400	Depreciation Expense	6,754,846
97500+97600+97700+97800	All Other Expenses	31,156,700
<b>Total Revenue:</b>		<b>377,670,465</b>

## 3) Activities that Will Use Only MTW Single Fund Flexibility

OHA employs the single fund flexibility for the activities that enhance the housing services provided under the traditional program and to adequately address needs of the local community. Through developing affordable housing, increasing resident capacity, and providing increased levels of security and public safety, OHA utilizes the single fund

flexibility to extend the positive impact of MTW beyond housing. The OHA activities described below rely on the single fund flexibility and no other MTW waiver or authorization.

### **Preserving and Enhancing Our Housing Portfolio**

- The single-fund flexibility provided under MTW helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Rehabilitation and modernization of 101 senior public housing units at Harrison Towers will be started in FY 2023. OHA plans to use RAD, pending application approvals, to transition another 157 units of public housing to project-based subsidy to streamline compliance requirements and facilitate future refinancing or re-syndication transactions to fund capital improvements; Additionally, OHA continues to invest in the restoration of its Project Based portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard. Ongoing planning includes physical needs assessments of both the public housing and the Project Based portfolio to facilitate long term capital planning for site based improvements. Research and planning is ongoing to re-develop certain scattered site developments.
- OHA anticipates expending approximately \$2 million of MTW funds on structural and seismic work at its Harrison Street buildings. These buildings are being renovated; the bottom floors will be OHA's central offices from which OHA continues to administer the public housing and HCV programs, while the top floors are being converted from public housing to project-based vouchers using 4% low-income housing tax credits. The disposition of the public housing units was approved by HUD on July 5, 2018. Financing and pre-development work will continue for the Harrison Tower apartments and the financing is projected to close late in FY 2023.

### **Promoting Resident Empowerment and Self-Sufficiency**

- The Department of Family and Community Partnerships (FCP) was created under single fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP intends to leverage and sustain the successes and systems put in place during the JobsPlus Grant by implementing a mobile learning lab. This lab facilitates online job training, which will include access to computers and 100 online training slots for professional development, including unlimited seminars and online job skill training courses. FCP will provide two full-time coordinators to administer economic development programming to maintain employment development opportunities and job readiness training for OHA residents. Supports offered will include Job Fairs, job readiness preparation and job retention training, small business development workshops and on site adult education to assist with GED requirements. An On the Job Training program is planned where OHA will subsidize wages for OHA residents hired by employers to incentivize employer to hire OHA residents. Wage subsidies will be scaled down over time as employers become comfortable with the OHA hires.
- OHA plans to grow its initiatives aimed at improving the economic outcomes of our program participants by using its single fund flexibility combined with MTW Activities to meet and increase self-sufficiency outcomes for families with children. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.

- In FY 2023, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative. Additionally, FCP provides connections for residents to training and employment opportunities that build resident capacity and offer valuable skill building opportunities that result in residents moving steps closer to self-sufficiency. Through the single fund flexibility, OHA will continue its work on data collection and family outreach with the Oakland Unified School District with a focus on mitigating chronic absenteeism and improving academic achievement among OHA children. During FY 2023, OHA will implement some changes to the program based on analysis performed in FY 2022, building upon the lessons learned from previous program years. There are five pillars to the program: early school enrollment, attendance, third grade reading level, high school graduation, and seeking additional education through college or skills training. Using data collected and shared by the Oakland Unified School District since 2012, coupled with internal OHA data, the education initiative revamp will focus on addressing Pre-K, T-K and Kindergarten enrollment for OHA students. OHA plans to deepen partnerships with Oakland Promises and Brilliant Baby, two organizations that specialize in these age groups. Depending on the continued need for distance learning solutions, OHA may continue to explore options to provide equipment and other supports for its students and school aged residents.
- **Search Assistance/Housing Navigator** - the initiative will continue to partner with the Leased Housing department to assist applicants who have been unable to lease-up using their voucher within 120 days. Services such as rental portfolio/resume classes, creating a master rental application, references, role-playing and presentation preparation, rental history review, and referral to supportive services for security deposit assistance and moving assistance in addition to housing search workshops are planned.
- **Lease Compliance** - Expand upon the level of services provided to residents at risk of eviction in FY2023 with the goal of resident retention. Dedicated coordinators will meet with at-risk residents to provide them with community resources and referrals to get them back into compliance with their lease. These resources include rental and utility assistance, housekeeping counseling, intra-resident conflict mediation, employment referrals, financial education, lease violation counseling, and providing supportive services like food and cleaning supplies when needed. Staff will be meeting with residents in conjunction with the Property Operations department, OHA Police Department, and community partners.



- **Food Pantry expansion** - Expand food pantry service to more residents in FY2023. Currently, two food community pantries at large public housing sites provide fresh produce, meats, and shelf stable food staples to over 200 households a month. Through a grant from the Alameda County Food bank, staff will invest in equipment that will make it possible to expand pantry service.
- **Oakland Parents Together** - Continue 10-year partnership with Oakland Parents Together (OPT) to provide parenting workshops for residents. These workshops provide a space for families to be heard/listened to, to share traumas, challenges and familial difficulties, and to gain tools to strengthen families. Historically, the program has been primarily funded by a 3-year grant through the Oakland Fund for Children and Youth, with

25% matching funds (cash and in-kind). Past collaborations have included cycles of 6-week or 8-week Parent Cafes, Listening to Children workshops, and/or Urban Parenting and Leadership workshops. These workshops have engaged over 300 families at both Peralta Village and Lockwood Gardens and received excellent feedback on customer satisfaction surveys. OPT is responsible for outreach, facilitation, child programming, translation services and screening of staff, and evaluation. FCP is responsible for providing the space, matching funds, logistical support, security and assistance with outreach as appropriate.

- **Mental Health Support** - Strengthen mental health support for families by deepening partnerships with community based mental health services. Recently, OHA provided a letter of support for Family Paths' grant application for their Treatment, Intervention and Prevention Services (TIPS) program. This program provides mental health services for children and families and adults and couples with a licensed therapist. In FY2023, this partnership will be formalized with an MOU to ensure that residents gain access the mental health support they need.
- **Spectrum Meal Program** – Continue to provide food support to the senior citizen community during the pandemic in collaboration with the Spectrum Community Services, Inc. Meal program. To protect the health of senior residents, staff will continue the “Grab and Go” meal program. The Spectrum Meal program will provide seniors nutritious hot meals prepared by certified dieticians. Distributing the meals will be an opportunity to conduct wellness checks and provide educational materials and resources to seniors. When it safe to do so per the Center for Disease Control guidelines, the Spectrum Meal program will transition to a congregate setting, as it was pre-COVID.
- **OBAR/Senior Art & Craft Delivery Program** - Continue to connect and engage with seniors from the surrounding Lockwood Gardens Community in East Oakland and the Peralta Village community in West Oakland as in-person activities are not allowed due to the pandemic. Continue to provide residents aged 60 years and over with a monthly Seniors Connect Newsletter and an arts and crafts bag. Staff will safely deliver the kits to seniors, providing opportunities for live wellness checks. Activities will include canvas painting, adult coloring books, scrapbooking, gardening, and more. The monthly Seniors Connect Newsletter will provide seniors with up to date health and wellness information and advertise resident programs and services specific to seniors. The newsletter will also give seniors an opportunity to display their creative artwork with their senior community members. This program is intended to reduce feelings of anxiety and stress, increase feelings of engagement and peace, expand seniors' creative growth, promote stress relief, bolster memory, and stimulate an optimistic attitude. On-site senior socialization programs will resume when it is safe to do so per the Center for Disease Control guidelines.
- **Senior Fitness program and Samuel Merritt Nurses (Wellness screenings)** - All pre-COVID senior programs will resume when it is safe to do so, while using the Center for Disease Control guidelines.
- **Homeownership** – The Homeownership Program offers monthly subsidized assistance to qualified HCV residents that purchase a home. When a resident inquires about the program, they are offered an initial homeownership readiness assessment and invited to attend a question and answer session. Once the initial assessment is reviewed, staff refers



residents to local partners that provide comprehensive first-time homebuyer education, provide HUD certified first-time homebuyer certifications, and assist with building savings and credit. OHA also offers its own in-depth orientation to educate residents on the details of the HCV Homeownership Program. After residents complete their purchase, staff continue to provide on-going case management, homeowner workshops, and other support to residents.

- **Employment Industry Training contracts** - Continue partnerships with Laney College and the Oakland Private Industry Council (PIC) to provide virtual and in-person career events. These events are intended to assist residents and community members obtain self-sufficiency through vocational training and employment opportunities. Staff has established and will continue to expand a network of local employers in a variety of industries who have experienced difficulties recruiting candidates during the pandemic and are interested in hiring residents. To ensure the safety of all parties, in-person events adhere to strict social distancing and will usually be held outdoors during the pandemic. Career events offered will include job fairs, onsite recruitments, vocational training and employability workshops such as resume writing and interview skills. Whenever possible, employers/industry professionals will facilitate the employability workshops. Staff will continue to partner with employers and other agencies to assist residents with obtaining industry certifications. Examples include a partnership with a local security company that will provide Guard Card training at no cost for those hired and a collaboration with the Teamsters Union, who provide OSHA 10 & DOT HAZMAT training for residents at no cost. The career services program recently expanded to include a computer lab at 935 Union Street that will be used in part to offer online professional development/job training courses.
- **Youth Employment Program** - Expand from a summer program to a year round youth employment program. The program will offer work experience and employment training to approximately 200 resident youths between the ages of 16 and 24. Two non - profit organizations, Lao Family Services and Youth Employment Partnership (YEP), will act as contract program providers and work directly with youth employment participants. All participants will receive training in resume writing, interview skills, workplace communication, etc. Youths will take an interest assessment and work with program provider staff to be assigned a work site. As an adaptation to the pandemic, participants hesitant to work outside of their home will receive an online worksite or participate in online training to fulfill their work hours. Participants aged 18 years and over will also receive emails and texts regarding the adult employment and training opportunities.
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the Resident Advisory Board (RAB) and OHA Leadership team to ensure FYI youth are included in resident-driven programs and initiatives.

- **Out of school youth programming** - Continue leveraging partnerships to improve



education outcomes for school-aged children of resident families through the Education Initiative. The initiative has five primary goals for resident youth: school attendance on time every day for all youth; school aged children enrolled in pre-k and kindergarten on time; school aged children proficient in literacy by the third grade; all youth graduate from high school with a diploma; all students be prepared for college and/or career. The Education Initiative provides a variety of support services for resident youth. Staff partners with the local school district to

provide supportive services to help families improve attendance and help students achieve positive academic outcomes through the Promise Plus program. Staff also hosts an annual back-to-school campaign to distribute backpacks, school supplies, and clothing support (if needed) to over 500 youths. Staff facilitates a weekly virtual homework club (offered in-person at two public housing sites prior to the pandemic) and provides case management to support families in need. Other partnerships that support the initiative include: a local non-profit organization provides academic tutoring support in English and math for many residents; the Oakland Literacy Coalition extends an annual invitation to write a mini- grant to support family literacy events; the Boys and Girls Club provides scholarships for residents. Staff support high school youth by providing scholarship information and application support, and assist them with attending College & Career fairs. Residents who would like to further their education can participate in an on-site (pre-pandemic) and online GED program.

- **Digital Literacy (Chromebooks, Tablets)** - Expand initiatives aimed at improving the economic and digital literacy skill building outcomes for program participants by distributing Chromebooks and/or Tablets and providing digital literacy training. Through single fund flexibility, staff will continue to provide technological devices and digital literacy trainings to help close the digital divide and improve skills needed for self-sufficiency. Staff will continue leveraging partnerships to increase virtual training opportunities that directly link residents to service providers. Additionally, continued distribution of



technological devices allow staff to support activities that enhance residents' ability to navigate the increased need for digital literacy in Oakland. Staff may explore options to provide additional equipment and other skill building support for families.

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Positive Parenting Classes curriculum is designed to provide parents with an understanding of parenting skills and knowledge, particularly in the areas of child development, communication, discipline and self-awareness, while emphasizing the importance of self-care. Orientation Sessions will be provided to families to introduce them to the available family services. Families will then call in to the help line to discuss needs and connect them to the appropriate services that will help them reach their family's mental health goals.

**Providing a Consistent Level of Security to Residents with a Focus on Youth and Families**

- Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community-policing services that positively impact OHA sites and the surrounding neighborhoods. In FY 2023, OHAPD plans to continue and expand the youth explorer program for up to 22 youth and continue to expand, replace and upgrade outdated equipment including vehicles, site security cameras, and the Department's Records Management System. Community related events to build trust and relationships will continue such as the Winter Wonderland Toy Drive, bike excursions, camping trips, block parties, pancake socials, Coffee with a Cop and Ice Cream with a Cop. OHAPD will continue to build a strong presence in the community by:



- ✓ Hosting resident community meetings to maintain strong working relationships.
- ✓ Re-invent OHAPD's communication strategy as a result of COVID-19 in order to be able to communicate with community members effectively.
- ✓ Reexamine use of technology, alert systems, and social media to notify resident and community members of crime trends and activity likely to affect their communities.
- ✓ Continue to deploy the established theories of the six pillars contained in the CY 2015 President Obama's "21st Century Policing Report" within all levels of the OHAPD.
- ✓ Focus on Violent Crime Reduction by:
  - Conducting thorough and complete Preliminary Investigations to solve crimes.
  - Ensure officers and staff have significant time to conduct thorough preliminary and follow-up investigations.
  - Ensure officers and staff have the proper training and tools to conduct research and intelligence gathering to identify areas or situations with emerging crime trends and persons of interest.
  - Ensure staff utilizes internal systems through the collection of intelligence information in order for each member to be as effective as possible when conducting investigations.



- Continue the collaboration between field operations, investigations, and communications in order for all members to serve a vital role in crime prevention efforts.
- Continue to focus on family/domestic violence, with the goal of providing timely critical services to victims and families in partnership with expert service providers.

### **Maintain and increase Transparency and Resident Partnerships**

- In partnership with residents, OHAPD will use tools of law enforcement to provide a safe environment at our properties as well as assist our management team in identifying problematic tenants requiring trust and community participation. A higher standard of transparency and accountability is expected from police agencies in today's society. The OHAPD is meeting this challenge head-on through engaging the community (meeting with area community members, as well as the OHA Resident Advisory Board (RAB), interacting with other law enforcement, and ensuring staff performance related to implementation of body-worn cameras. The department will focus partnership efforts through forming police/tenant advisory groups, attendance at tenant community meetings, expanding current camera monitoring and technology including sharing of information, pictures, and videos to guard the community.



- OHAPD plans to continuing focusing efforts on concepts of the “Defund Police” movement by examining aspects of the Department that could be re-envisioned inside and outside of law enforcement responses and oversight by:
  - ✓ Examining areas of OHAPD response to incidents to determine if services are better handled by a non-sworn entity or other member of OHA.
  - ✓ Transition tasks performed by police officers to police service aides, such as noncriminal walk-in reports, as well as response to noncriminal violations that do not require a police officer’s presence.
  - ✓ Implement a community driven process for determining how officers respond and implement the provision of law enforcement services.
  - ✓ Engage advocacy groups in the overall strategy(s) to reduce crime, and the fear of crime and communities is necessary; (i.e. Public Safety Committee).
  - ✓ Add supportive services and clinical co-responders as additional resources for OHAPD to implement hard reduction alternatives.

### **Expansion of Affordable Housing Opportunities**

- OHA uses its single-fund flexibility to leverage additional funding for the development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, OHA is able to invest in projects to expand the availability of new housing that is affordable for families spanning multiple levels of subsidy. OHA expects to use single-fund flexibility to continue investment in existing projects in the pipeline and to broaden assistance to possible development projects like 15<sup>th</sup> and Harrison, 285 12<sup>th</sup> Street and 500 Lake Park while exploring redevelopment of some scattered sites.

- OHA will continue to develop new units at existing project sites with 130 new units (65 which are PBV) coming on line at Brooklyn Basin (Foon Lok West) and completing construction on approximately 50% of the units (~62 units) at Brooklyn Basin (Foon Lok East), the final phase, during the FY. OHA will continue to explore repositioning options for several sites in the scattered site portfolio that may include a variety of strategies to meet Oakland’s needs for permanent affordable housing.
- OHA may use interagency partnerships to repurpose underutilized sties to meet Oakland’s need for additional permanent affordable housing.
- OHA plans to exercise its option to purchase the tax credit investor limited partners interests in low income housing tax credit partnerships in order to preserve affordable housing at Lion Creek Crossing Phase 3 and 4.

**Assist Residents forced to move due to Abatement with Relocation**

- OHA plans to use the single fund flexibility to assist residents that are forced to vacate units through no fault of their own, due to failed Housing Quality Standard (HQS) inspections. Funds that are unspent by abating subsidy payments to owners that fail HQS will be allocated to assist affected residents for expenses associated with vacating the unit and moving to other assisted housing in Oakland. Eligible residents may be approved for a moving allowance to assist with costs using Uniform Relocation Allowances (URA). OHA anticipates that this use of funds will maintain and possibly increase the number of families served by supporting families in vulnerable situations where an unexpected move is forced upon them with no funding support for move related expenses. Residents will be informed through the briefing process and during abatement communications of this benefit.

**Increased Compliance and Agency Efficiencies**

- Expand its internal audit and compliance functions to streamline processes, identify and mitigate risk and increase accuracy and timeliness of data reporting functions. These audits and reviews will be conducted by both internal staff and external vendor consultants
- Pay a one-time incentive payment of \$200 to residents that signup for the online rent payment option to reduce administrative burden of rent payment processing
- Pay a one-time incentive of \$200 for owners who sign up for direct deposit and \$100 for owners that sign up to use Owner Portal through the OHA website

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

**Narrative of planned Activities that use only the MTW single fund flexibility.**

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

**Preserving and Enhancing Our Housing Portfolio**

The single-fund flexibility provided under MTW helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Rehabilitation and modernization of 101 senior public housing units at Harrison Towers will be started in FY 2023. OHA plans to use RAD, pending application approvals, to transition another 157 units of public housing to project-based subsidy to streamline compliance requirements and facilitate future refinancing or re-syndication transactions to fund capital improvements; Additionally, OHA continues to invest in the restoration of its Project Based portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard. Ongoing planning includes physical needs assessments of both the public housing and the Project Based portfolio to facilitate long term capital planning for site based improvements. Research and planning is ongoing to re-develop certain scattered site developments.

OHA anticipates expending approximately \$2 million of MTW funds on structural and seismic work at its Harrison Street buildings. These buildings are being renovated; the bottom floors will be OHA's central offices from which OHA continues to administer the public housing and HCV programs, while the top floors are being converted from public housing to project-based vouchers using 4% low-income housing tax credits. The disposition of the public housing units was approved by HUD on July 5, 2018. Financing and pre-development work will continue for the Harrison Tower apartments and the financing is projected to close late in FY 2023.

#### **Promoting Resident Empowerment and Self-Sufficiency**

The Department of Family and Community Partnerships (FCP) was created under single fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP intends to leverage and sustain the successes and systems put in place during the Jobs Plus Grant by implementing a mobile learning lab. This lab facilitates online job training, which will include access to computers and 100 online training slots for professional development, including unlimited live seminars and online job skill training courses. FCP will provide two full-time coordinators to administer economic development programming to maintain employment development opportunities and job readiness training for OHA residents. Supports offered will include Job Fairs, job readiness preparation and job retention training, small business development workshops and on site adult education to assist with GED requirements. An On the Job Training program is planned where OHA will subsidize wages for OHA residents hired by employers to incentivize employer to hire OHA residents. Wage subsidies will be scaled down over time as employers become comfortable with the OHA hires.

OHA plans to grow its initiatives aimed at improving the economic outcomes of our program participants by using its single fund flexibility combined with MTW Activities to meet and increase self-sufficiency outcomes for families with children. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.

In FY 2023, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative. Additionally, FCP provides connections for residents to training and employment opportunities that build resident capacity and offer valuable skill building opportunities that result in residents moving steps closer to self-sufficiency. Through the single fund flexibility, OHA will continue its work on data collection and family outreach with the Oakland Unified School District with a focus on mitigating chronic absenteeism and improving academic achievement among OHA children. During FY 2023, OHA will implement some changes to the program based on analysis performed in FY 2022, building upon the lessons learned from previous program years. There are five pillars to the program: early school enrollment, attendance, third grade reading level, high school graduation, and seeking additional education through college or skills training. Using data collected and shared by the Oakland Unified School District since 2012, coupled with internal OHA data, the education initiative revamp will focus on addressing Pre-K, T-K and Kindergarten enrollment for OHA students. OHA plans to deepen partnerships with Oakland Promises and Brilliant Baby, two organizations that specialize in these age groups. Depending on the continued need for distance learning solutions, OHA may continue to explore options to provide equipment and other supports for its students and school aged residents.

**Search Assistance/Housing Navigator** - the initiative will continue to partner with the Leased Housing department to assist applicants who have been unable to lease-up using their voucher within 120 days. Services such as rental portfolio/resume classes, creating a master rental application, references, role-playing and presentation preparation, rental history review, and referral to supportive services for security deposit assistance and moving assistance in addition to housing search workshops are planned.

**Lease Compliance** - Expand upon the level of services provided to residents at risk of eviction in FY2023 with the goal of resident retention. Dedicated coordinators will meet with at-risk residents to provide them with community resources and referrals to get them back into compliance with their lease. These resources include rental and utility assistance, housekeeping counseling, intra-resident conflict mediation, employment referrals, financial education, lease violation counseling, and providing supportive services like food and cleaning supplies when needed. Staff will be meeting with residents in conjunction with the Property Operations department, OHA Police Department, and community partners.

**Food Pantry expansion** - Expand food pantry service to more residents in FY2023. Currently, two food community pantries at large public housing sites provide fresh produce, meats, and shelf stable food staples to

over 200 households a month. Through a grant from the Alameda County Food bank, staff will invest in equipment that will make it possible to expand pantry service.

**Oakland Parents Together** - Continue 10-year partnership with Oakland Parents Together (OPT) to provide parenting workshops for residents. These workshops provide a space for families to be heard/listened to, to share traumas, challenges and familial difficulties, and to gain tools to strengthen families. Historically, the program has been primarily funded by a 3-year grant through the Oakland Fund for Children and Youth, with 25% matching funds (cash and in-kind). Past collaborations have included cycles of 6-week or 8-week Parent Cafes, Listening to Children workshops, and/or Urban Parenting and Leadership workshops. These workshops have engaged over 300 families at both Peralta Village and Lockwood Gardens and received excellent feedback on customer satisfaction surveys. OPT is responsible for outreach, facilitation, child programming, translation services and screening of staff, and evaluation. FCP is responsible for providing the space, matching funds, logistical support, security and assistance with outreach as appropriate.

**Mental Health Support** - Strengthen mental health support for families by deepening partnerships with community based mental health services. Recently, OHA provided a letter of support for Family Paths' grant application for their Treatment, Intervention and Prevention Services (TIPS) program. This program provides mental health services for children and families and adults and couples with a licensed therapist. In FY2023, this partnership will be formalized with an MOU to ensure that residents gain access the mental health support they need.

**Spectrum Meal Program** – Continue to provide food support to the senior citizen community during the pandemic in collaboration with the Spectrum Community Services, Inc. Meal program. To protect the health of senior residents, staff will continue the “Grab and Go” meal program. The Spectrum Meal program will provide seniors nutritious hot meals prepared by certified dieticians. Distributing the meals will be an opportunity to conduct wellness checks and provide educational materials and resources to seniors. When it safe to do so per the Center for Disease Control guidelines, the Spectrum Meal program will transition to a congregate setting, as it was pre-COVID.

**OBAR/Senior Art & Craft Delivery Program** - Continue to connect and engage with seniors from the surrounding Lockwood Gardens Community in East Oakland and the Peralta Village community in West Oakland as in-person activities are not allowed due to the pandemic. Continue to provide residents aged 60 years and over with a monthly Seniors Connect Newsletter and an arts and crafts bag. Staff will safely deliver the kits to seniors, providing opportunities for live wellness checks. Activities will include canvas painting, adult coloring books, scrapbooking, gardening, and more. The monthly Seniors Connect Newsletter will provide seniors with up to date health and wellness information and advertise resident programs and services specific to seniors. The newsletter will also give seniors an opportunity to display their creative artwork with their senior community members. This program is intended to reduce feelings of anxiety and stress, increase feelings of engagement and peace, expand seniors' creative growth, promote stress relief, bolster memory, and stimulate an optimistic attitude. On-site senior socialization programs will resume when it is safe to do so per the Center for Disease Control guidelines.

**Senior Fitness program and Samuel Merritt Nurses (Wellness screenings)** - All pre-COVID senior programs will resume when it is safe to do so, while using the Center for Disease Control guidelines.

**Homeownership** – The Homeownership Program offers monthly subsidized assistance to qualified HCV residents that purchase a home. When a resident inquires about the program, they are offered an initial homeownership readiness assessment and invited to attend a question and answer session. Once the initial assessment is reviewed, staff refers residents to local partners that provide comprehensive first-time homebuyer education, provide HUD certified first-time homebuyer certifications, and assist with building savings and credit. OHA also offers its own in-depth orientation to educate residents on the details of the HCV Homeownership Program. After residents complete their purchase, staff continue to provide on-going case management, homeowner workshops, and other support to residents.

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**4) Planned Application of OHA Unspent Operating Fund and HCV Funding**

<b>Table 18: Planned Application of OHA Unspent Operating Fund and HCV Funding</b>		
<b>Original Funding Source</b>	<b>Beginning of FY - Unspent Balances</b>	<b>Planned Application of PHA Unspent Funds during FY</b>
HCV HAP*	\$108,078,328	\$54,039,164
HCV Admin Fee	\$0	\$0
PH Operating Subsidy	\$10,027,667	\$64,066,831
<b>Total Revenue:</b>	<b>\$118,105,995</b>	<b>\$64,066,831</b>
<p>Description:</p> <p>Through use of the single fund flexibility made possible by MTW, OHA projects to spend approximately \$16 million of its reserves on capital projects. Approximately, \$2 million will be invested in public housing property improvements. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site improvements, modernization of building systems and infrastructure and rehabilitation of unit interiors. OHA plans to allocate approximately \$15 million in reserves for the new local, non-traditional Homekey program to address homelessness in Oakland.</p> <p>OHA will invest \$25million in the acquisition and development of properties in the development pipeline. Additionally, OHA anticipates expending \$2.1 million on exterior and interior building improvements at six OHA administrative offices including Harrison Street and the Service Center.</p> <p>OHA will also use approximately \$2.5 million of reserve funds to purchase new information technology network security software and hardware, vehicles, security equipment for administrative sites and properties, and office equipment.</p>		

Through use of the single fund flexibility made possible by MTW, OHA projects to spend approximately \$16 million of its reserves on capital projects. Approximately, \$2 million will be invested in public housing property improvements. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site improvements, modernization of building systems and infrastructure and rehabilitation of unit interiors. OHA plans to allocate approximately \$15 million in reserves for the new local, non-traditional Homekey program to address homelessness in Oakland.

OHA will invest \$25 million in the acquisition and development of properties in the development pipeline. Additionally, OHA anticipates expending \$2.1 million on exterior and interior building improvements at six OHA administrative offices including Harrison Street and the Service Center.

OHA will also use approximately \$2.5 million of reserve funds to purchase new information technology network security software and hardware, vehicles, security equipment for administrative sites and properties, and office equipment.

## **B. Local Asset Management Plan**

<b>Table 20: Local Asset Management Plan</b>		
i.	Did the MTW PHA allocate costs within statute in the plan Year?	<b>Yes</b>
ii.	Did the MTW PHA implement a local asset management plan (LAMP) in the Plan?	<b>No</b>
iii.	Did the MTW PHA provide a LAMP in the appendix?	<b>No</b>

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

**OHA does not plan to make any changes in the Plan Year.**

## Section VI. Administrative

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

1/25/22, 10:52 AM

Form HUD 50071 (Certification of Payments to Influence Federal Transactions)

OMB Approval No. 2577-0157 (Exp. 11/30/2023)

#### Certification of Payments to Influence Federal Transactions

U.S. Department of Housing and Urban Development

Office of Public and Indian Housing

Applicant Name

Oakland Housing Authority

Program/Activity Receiving Federal Grant Funding

Public Housing Operating Fund Grant

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form -LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official:

Title of Authorized Official: **Executive Director**

Signature Text: *Patricia Wells*

Signature: **Electronically signed by PATRICIA Wells in HUD Secure Systems/OpFund Web Portal at 11/03/2021 10:34PM EST**

Date (mm/dd/yyyy): **11/03/2021**

Previous edition is obsolete **form HUD 50071** (01/14)

ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

**Form identification:** CA003-Oakland Housing Authority form HUD-50071 (Form ID - 34784) for CY 2022 printed by mohammed mbhuiyan in HUD Secure Systems/OpFund Web Portal at 01/25/2022 01:52PM EST

[https://hudapps.hud.gov/ords/ofpih/f?p=160:216:5636969709022::NO:RP:P216\\_CY,P216\\_PHA\\_CODE,P216\\_ID\\_SF424\\_FK:2022,CA003,34784](https://hudapps.hud.gov/ords/ofpih/f?p=160:216:5636969709022::NO:RP:P216_CY,P216_PHA_CODE,P216_ID_SF424_FK:2022,CA003,34784) 1/1

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

<b>Beginning of Public Comment Period</b>	<b>February 8, 2022</b>	
<b>Notification sent to Community Partners</b>	<b>February 8, 2022</b>	
<b>Public Notice Published in Oakland Tribune</b>	<b>February 11, 2022</b>	
<b>Public Hearing at 1619 Harrison Street</b>	<b>February 28, 2022</b>	<b>Conducted via Zoom</b>
<b>Resident Advisory Board Meetings</b>	<b>February 9 and March 9, 2022</b>	
<b>End of Public Comment Period</b>	<b>March 10, 2022</b>	

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

### **Homelessness Research Project**

In August 2020, OHA was awarded financial and technical assistance to design a randomized control trial (RCT) testing the impact of social service delivery models on the success of formerly homeless families. This award was won in a competitive process through Jameel Abdul Latif Poverty Action Lab (J-PAL) at the Massachusetts Institute of Technology.

OHA plans to look for a research partner to assist with the project in FY 2023 to help with collecting data on participants' short and medium term outcomes in terms of housing stability, educational achievement, employment and income, and socio-behavioral indicators. The results will indicate whether, and for whom, intensive supportive services are necessary.

## Section VII. List of Appendices

**Appendix A. Glossary of Acronyms**

**Appendix B. OHA's Planned Capital Fund Expenditures**

**Appendix C. Approved Project-Based Voucher Allocations**

**Appendix D. OHA Housing Inventory**

**Appendix E. Public Comments Received During Public Comment Period**

**Appendix F. Evidence of Public Process**

**Appendix G: City of Oakland Income Limits for 2020 and Fair Market Rents or 2021**

**Appendix H: Flat Rent Policy for Public Housing**

**Appendix I: Payment Standards**

**APPENDIX A**

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**Glossary of Acronyms**

## Glossary

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

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

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

**ACSSA** – Alameda County Social Services Agency

**ACSO** – Alameda County Sheriff’s Office.

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

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

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

**DADS** – Dads acquiring and developing skills program through ACSO.

**FUPF** – Family Unification Program – Family vouchers

**FUPY** - Family Unification Program – Youth vouchers

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

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

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

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

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

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

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

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

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

**KTH** – Key To Home program under Building Bridges.

**LAP** – Language Assistance Plan

**LEP** – Limited English Proficiency

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

**LIHTC** – Low Income Housing Tax Credit program

**LP** – Limited Partnership.

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

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

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

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

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

**OHA** – Oakland Housing Authority.

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

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

**PHA** – Public Housing Authority.

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

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

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

**SBHAP** – Sponsor Based Housing Assistance Program.

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

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

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

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

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

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

## APPENDIX B

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### OHA's Planned Capital Expenditures

FY2023 Capital Fund Expenditure Projections				
Public Housing	Development Name	Description of Work	# of Units	FY 2023
	<b>Public Housing</b>			
x	Campbell Village	Asphalt repair and slurry coat	154	\$250,000
x	Lockwood Gardens	Exterior improvements, playground surface repairs, parking lot repair & maintenance, and interior improvements	372	\$770,000
x	Peralta Villa	Exterior improvements, interior improvements and repairs, parking lot repair & maintenance	390	\$1,010,000
<b>Total Public Housing</b>				<b>\$2,030,000</b>
	<b>Other Affordable Housing Development &amp; Preservation</b>			
	6946 Foothill Blvd.	Predevelopment planning		\$500,000
	Mandela Station			\$2,000,000
	77th and Brancroft			\$500,000
			118	\$3,000,000
	Westlake Christian Terrace West	Preservation of existing affordable housing. Amendment of Board Reso No. 4731	121	\$2,295,751
	Piedmont Place - 55 MacArthur Blvd.	State Homekey Project - Board Reso No. 5013	44	\$4,905,755
	The Phoenix - 801 Pine St.	State Homekey Project - Board Reso No. 5013	101	\$3,226,453
	Coliseum Way - 4801 Coliseum Way	State Homekey Project - Board Reso No. 5013	36	\$4,572,041
	Subtotal			\$15,000,000
<b>Total Other Affordable Housing Development &amp; Preservation</b>				<b>\$18,000,000</b>
	<b>Administrative Buildings</b>			
	1619 Harrison	Building improvements		\$1,500,000
	1801 Harrison	Building improvements		\$36,000
	1805 Harrison	Building improvements		\$36,000
	Service Center	Interior improvements and parking lot repairs		\$456,000
	West Dist. Office	Building improvements		\$72,000
	East Dist. Office	Building improvements		\$36,000
<b>Total Admin</b>				<b>\$2,136,000</b>
	<b>COCC and Other Depts.</b>			
	IT ,CCGS, Finance & Security	Network equipment, software purchases, emergency vehicle equipment ,security cameras		2,590,700
<b>Total COCC and Other Depts.</b>				<b>\$2,590,700</b>
<b>Total MTW Funds</b>				<b>\$ 24,756,700</b>
<b>Projected Capital Fund Grant Amount</b>				<b>\$ 10,288,343</b>

## APPENDIX C

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### Project-Based Voucher Allocations

**Project-Based Voucher Allocation Projections as of June 30, 2022**

Development Name	Date of Board Approval	# of PBV Units	Contract Date	Population Served
<b>HAP contracts</b>				
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
14 <sup>th</sup> 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
*Effe's House (10)	5/4/2009	10	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	25	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 (6 <sup>th</sup> and Oak)	5/4/2009	50	6/27/2012	Senior
720 E 11 <sup>th</sup> 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)
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	6/1/2015	10		Low Income Families
Additional vouchers awarded	5/23/2016	5	2/25/2020	
Additional vouchers awarded	5/8/2017	5		
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
Northgate Apts	12/5/2016	14	10/29/2020	Low Income Families (08)
Oak Street Apts	12/5/2016	25	pending	Low Income Seniors (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)
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
<b>Units under HAP Contract</b>		<b>4,223</b>		
<b>AHAP Contracts</b>	<b>Date of BoC approval</b>	<b># PBV Units</b>	<b>AHAP Contract Date</b>	<b>Population Served</b>
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	11/11/2019	Homeless, HOPWA and Low-income
Aurora Apartments	7/23/2018	43	12/16/19	special needs
Brooklyn Basin 3	2/26/2018	65	7/16/2020	Low Income Families/Special Needs
Fruitvale Studios	6/25/2018	12	8/20/2020	formerly homeless and special needs
Brooklyn Basin 4	2/26/2018	61	<i>pending</i>	low income families/special needs
Friendship Senior Housing	4/29/2019	34	<i>pending</i>	special needs/seniors
95th and International	4/29/2019	27	<i>pending</i>	formerly homes/low income families
285 12th St	7/22/2019	25	<i>pending</i>	formerly homes/low income families
<b>Units under AHAP Contract</b>		<b>435</b>		
<b>Conditional Awards</b>	<b>Date of BoC approval</b>	<b># PBV Units</b>	<b>AHAP Contract Date</b>	<b>Population Served</b>
Fruitvale Transit Village Phase IIB	6/25/2018	75	<i>pending</i>	families and seniors
3801 MLK Family Housing	7/23/2018	16	<i>pending</i>	families and special needs
W Grand and Brush	7/23/2018	28	<i>pending</i>	formerly homeless
34th and San Pablo	7/23/2018	25	<i>pending</i>	Low income families
7th and Campbell	7/23/2018	20	<i>pending</i>	formerly homeless
<i>Additional vouchers awarded</i>	2/1/2019	19	<i>pending</i>	formerly homeless
Ancora Place	4/29/2019	31	<i>pending</i>	low income families/special needs
<b>Units with conditional award</b>		<b>214</b>		
<b>Disposition Pending and NOFA Invitations and Pending ORED projects</b>				
Senior Disposition Site (Harrison Towers)	10/16/2017	101	TPV award June 2018	Public Housing Disposition
		<b>101</b>		
<b>Total PBV Units Allocated</b>		<b>4,973</b>		

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

## APPENDIX D

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### OHA Housing Inventory

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

**End of FY 2023**

**MTW PUBLIC HOUSING**

**Large Family Sites**

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

**Designated Senior Sites**

Adel Court	30
Palo Vista Gardens	<u>100</u>
	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	<u>21</u>
	307

**TOTAL PUBLIC HOUSING 1,454**

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

**MTW**

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

**Non -MTW**

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

**TOTAL VOUCHERS 14,694**

**Other HUD Programs**

Shelter plus Care (S+C)	331
Moderate Rehabilitation (Mod Rehab)	143
<b>TOTAL OTHER HUD PROGRAMS</b>	<b>474</b>
<b>TOTAL VOUCHERS AND OTHER HUD PROGRAMS</b>	<b>15,168</b>
<b>MTW LOCAL PROGRAMS</b>	
Parents and Children Together (PACT)	20
Local Housing Assistance Program (LHAP)	13
Sponsor-based Housing Assistance Program (SBHAP)	180
Building Bridges SRO	192
Building Bridges SRO	61
Building Bridges THP+	50
Building Bridges CalWORKs	50
Building Bridges Key To Home	23
Homekey	180
Tax Credit Units with no Traditional Subsidy	1,141
<b>TOTAL LOCAL PROGRAMS</b>	<b>1,910</b>
<b>TOTAL</b>	<b>18,532</b>

**APPENDIX E**

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**Comments Received During Public Comment Period**

## **APPENDIX F**

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### **Evidence of a Public Process**

## APPENDIX G

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### Alameda County 2020 Income Limits and HUD Fair Market Rents for 2021

**Revised 2021 State Income Limits Briefing Materials California Code of Regulations, Title 25, Section 6932**

**Section 6932. 2021 Income Limits**

<b>Number of Persons in Household:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
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Last page instructs how to use income limits to determine applicant eligibility and calculate affordable housing cost and rent

Alameda County Area Median Income: \$125,600	Acutely Low	13200	15100	16950	18850	20350	21850	23350	24900
	Extremely Low	28800	32900	37000	41100	44400	47700	51000	54300
	Very Low Income	47950	54800	61650	68500	74000	79500	84950	90450
	Low Income	76750	87700	98650	109600	118400	127150	135950	144700
	<b>Median Income</b>	87900	100500	113050	<b>125600</b>	135650	145700	155750	165800
	Moderate Income	105500	120550	135650	150700	162750	174800	186850	198900

## APPENDIX H

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### Flat Rent Policy for Public Housing



Oakland Housing  
Authority

**Schedule of Flat Rents**

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

Households that participate in the public housing program have the option of paying a flat rent or an income-based rent. The flat rent is a standardized monthly rent based on the size of the unit leased adjusted for a utility allowance.

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

<b>Effective Date: Jan 1, 2022</b>	
<b>Public Housing Flat Rent</b>	
<b>Efficiency</b>	\$1,230
<b>One Bedroom</b>	\$1,483
<b>Two Bedroom</b>	\$1,819
<b>Three Bedroom</b>	\$2,405
<b>Four Bedroom</b>	\$2,862
<b>Five Bedroom</b>	\$3,292

OHA will comply with the requirements to make a regular flat rent offer and will provide all households with sufficient information to make an informed choice.

## APPENDIX I

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### Payment Standards

**Oakland Housing Authority**  
**VOUCHER PAYMENT STANDARDS – 2019**  
**Effective April 14, 2019**

<b>Bedroom Size</b>	<b>HUD Fair Market Rents</b>	<b>Payment Standard 110% of the Fair Market Rents</b>
<b>0</b>	<b>\$1,409</b>	<b>\$1,545</b>
<b>1</b>	<b>\$1,706</b>	<b>\$1,875</b>
<b>2</b>	<b>\$2,126</b>	<b>\$2,335</b>
<b>3</b>	<b>\$2,925</b>	<b>\$3,215</b>
<b>4</b>	<b>\$3,587</b>	<b>\$3,945</b>
<b>5</b>	<b>\$4,125</b>	<b>\$4,537</b>
<b>6</b>	<b>\$4,663</b>	<b>\$5,125</b>