



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

OFFICE OF PUBLIC AND INDIAN HOUSING

August 18, 2021

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

Subject: Oakland Housing Authority FY 2022 Annual MTW Plan Approval

Dear Ms. Wells:

The Department of Housing and Urban Development (HUD) has reviewed the Oakland Housing Authority's (OHA) FY 2022 Annual Moving to Work (MTW) Plan, which was initially submitted on April 14, 2021, and resubmitted per HUD's comments on June 29, 2021. I am writing to inform you that the Plan, as submitted on June 29, 2021, is approved.

The Department's approval of this Annual MTW Plan is limited to approval of policies and actions authorized by the 1937 Act and flexibilities waiving provisions of the 1937 Act authorized by the MTW Agreement, including local, non-traditional activities in compliance with Notice PIH 2011-45. In providing assistance to families under programs covered by this Plan, OHA must comply with the rules, standards, and policies established in the Plan as well as all applicable federal requirements other than those provisions of the 1937 Act waived by the MTW Agreement. Documents relying upon the approved Plan (i.e., Administrative Plan, Admission and Continued Occupancy Plan, etc.) should be updated to reflect those policies. Also, the approved Plan and all required attachments and documents should be available for review and inspection at OHA's principal office during normal business hours.

Thank you for your continued efforts to implement an effective and meaningful MTW program. Please contact Crystal Mills, MTW Coordinator, at (202) 402-2448 if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Marianne Nazzaro".

Marianne Nazzaro
MTW Program Director
Office of Public Housing Investments

cc: Gerard Windt, San Francisco Regional Office
Sapna Talati, San Francisco Regional Office

Making Transitions Work

ANNUAL PLAN



**Moving forward,
together.**



Oakland Housing
Authority

FISCAL YEAR 2022
JULY 1, 2021 – JUNE 30, 2022

Submitted April 15, 2021
Re-submitted June 29, 2021
Approved August 18, 2021

Fiscal Year 2022 MTW Annual Plan

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Oakland Housing Authority

Fiscal Year 2022 MTW Annual Plan

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Section I. Introduction

The Oakland Housing Authority (OHA) was established in 1938 to assure the availability of quality housing for low-income persons. OHA operates federally funded and other low-income housing programs and assists over 16,000 of Oakland's lowest-income families 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 Oakland Housing Authority was selected to participate in the US Department of Housing and Urban Development (HUD) Moving to Work (MTW) Demonstration program in 2001 and is one of 39 public housing authorities in the nation, out of approximately 3,400, participating in the MTW program.

In 2020, HUD admitted 31 additional expansion MTW agencies. 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 agencies to terminate in year 2028. This extension allows OHA to continue its localized housing programs and to continue to implement various innovations that remove barriers to housing for OHA families.

The MTW Demonstration program waives certain provisions of the Housing Act of 1937 and ignores implementing requirements and regulations. In addition, using MTW waivers, OHA may combine funding from several HUD programs into a Single Fund Budget with full flexibility. The MTW program provides a unique opportunity for housing authorities to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. 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 Housing Choice Voucher programs to support local housing activities. OHA has renamed the MTW program "*Making Transitions Work*" in order to acknowledge the various ways MTW can facilitate transitions for families at various rungs of the housing ladder and better reflect the potential of the demonstration program to positively impact the lives of Oaklanders.

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

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

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 goals 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

After a year of unprecedented upheaval due to the global COVID-19 pandemic OHA plans to continue to adhere to local, state and national guidance regarding sheltering in place, remote working conditions and efforts to provide a safe, yet highly functional and customer service focused approach to operations. As vaccinations are made available, OHA plans to facilitate solutions for its residents, especially its elderly and disabled populations. Using the groundwork laid over the past year OHA will use extensive communication, 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 2022 until the pandemic is declared under control and appropriate health officials advise a return to normal operations is acceptable. OHA may opt to continue procedures pioneered during pandemic conditions that prove to be more efficient, convenient and preferable to residents and owners.

While measures continue to bring the pandemic to an end, 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 priorities and objectives. These objectives are centered on: 1) Effective use, stewardship and oversight of OHA's financial resources which includes supplemental resources through efficient program administration; 2) Provide effective and targeted programming to support Oakland's changing needs and hardest hit, most vulnerable populations while continuing existing successful initiatives; 3) Maintain and fully utilize all OHA controlled and managed physical assets while improving the portfolio to high quality industry standards – this includes engaging partners to extend housing resources through partnerships, development of new housing resources and creative use of underutilized housing resources; and 4) Leadership, infrastructure, tools, research and education to assist staff to achieve OHA objectives and goals in a dynamic work environment as the pandemic evolves.

Throughout the previous decade and especially during the recent crisis, the emergence of a sizeable unsheltered population continues to plague Oakland and OHA's plans to balance fulfilling its obligations and funding commitments in the traditional Housing Choice Voucher and public housing programs with expanding local, non-traditional and "shallow subsidy" programs to serve homeless individuals and families with children. To this end, OHA plans to house approximately 100 homeless families with children in the first year of a three-year joint research project with MIT to study the effects of supportive services on this population. Over three years, OHA expects to house 300 families through this study. Existing local non-traditional programs will be expanded through new partnerships under the Building Bridges umbrella to serve additional homeless families while also increasing the families served through long term Sponsor Based Initiatives with the City of Oakland.

MTW flexibilities and Federal waivers have allowed OHA to respond to the myriad of recent and historic challenges with more expedited impact as well as long-term solutions. Activities in FY 2022 will continue these efforts, with OHA employing these activities to address the short and long term priorities. In FY 2022, OHA's approach will focus on streamlining and improving operations based on data-driven practices and audits. Using the groundwork laid by developing performance and evidence based tools and dashboards, OHA plans to continue to evaluate leasing and voucher utilization, by measuring it against industry standard metrics, to provide the information needed for leadership to deploy vouchers and resources commensurate with existing commitments and to help solve Oakland's existing and new challenges. OHA plans to continue development of data based performance tools to measure operations and financial administration providing timely information to leadership to allow OHA to pivot and adjust where necessary to new challenges, while striving for continued improvement in fundamental operations.

Short-Term Priorities

- ❖ Strengthening program administration and strategic mixing of different HCVs to ensure ability to meet and make new PBV pipeline commitments

- ❖ Focused effort to lease all public housing and PBV sites to 98%
- ❖ Complete unit rehabilitations and maintenance turns within the prescribed benchmarks
- ❖ Safe operations based on recommended local, state and national guidelines using waivers and supplemental funding to sustain high quality functionality

Long-Term Goals

- ❖ Increased data monitoring and reporting to better identify, prevent, and mitigate risk
- ❖ Develop inter-agency partnerships to implement multistage (transitional and permanent) solutions to eliminate homelessness
- ❖ Creative use of capital and assets for development and repositioning activities

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 2022 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 2022, 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.

Section IV. Approved MTW Activities

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

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

Section V. Sources and Uses of Funding

This section includes summary budget information for FY 2022 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 2022. See Appendix D for an overview of OHA housing stock.

Table 1: Housing Stock Information										
Asset Management Project (AMP) Name and Number	Bedroom Size						Total Units	Population Type *	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
N/A	0	0	0	0	0	0	0	N/A	N/A	N/A
Total Public Housing Units to be Added in the Plan Year								0		
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other If Other, please describe: N/A										

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

In July 2018, the Department approved application #DDA0008342 to dispose of 253 units in three senior sites. The application 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. OHA projects financing will continue to be assembled and pre-development work will continue for the disposition of Harrison Towers but it will not complete its disposition by the end of FY 2022. Staff projects the financial closing and AHAP contract execution in the Fall or Winter of 2022. However, Harrison Towers will remain in Table 2, in case the project moves more quickly than expected.

OHA is currently working with the owners of four mixed-finance sites to pursue a conversion of public housing to Project-Based Vouchers (PBV) under the Rental Assistance Demonstration (RAD) program, with a target date for conversion for the Lion Creek Crossing Phase 1-4 sites to possibly be completed at the end of fiscal year

2022. Once the planning process is completed, OHA expects that the conversion process will take approximately six months. The conversion of these units through RAD to project-based subsidy provides a more stable funding platform that will facilitate future refinancing or re-syndication transactions, resulting in greater funding availability for capital improvements. It will also streamline the operations and management of these properties by simplifying the compliance and reporting requirements by reducing the number of operating subsidy sources. Mandela Gateway, Linden Court, Chestnut Court and Foothill Family are three additional sites and are listed for possible RAD conversion, but the projects are currently on hold. They are included in case the status changes during the FY.

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
Linden Court	38	RAD Conversion
Chestnut Court	45	RAD Conversion
Lion Creek Crossing I & II	99	RAD Conversion
Lion Creek Crossing III	37	RAD Conversion
Lion Creek Crossing IV	21	RAD Conversion
Mandela Gateway	46	RAD Conversion
Foothill Family	21	RAD Conversion
Total Number of Units to be Removed	408	Total Number of Public Housing Units to be Removed in the Plan Year.

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

In FY 2022, OHA plans to add approximately an additional 335 Project-Based vouchers (PBVs) through a variety of strategies. This includes 157 units through RAD conversion and 163 through continued lease up of previously conditionally awarded units at existing and new construction properties. Completing the environmental clearances, Housing Quality Standards (HQS) inspections and in-place tenant eligibility determination for sites

previously awarded through two Requests for Qualifications (RFQ) issued in FY 2017, will complete the 15 new units through various projects specified in Table 3.

During the FY, OHA plans on converting four mixed-finance properties to PBVs 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 expects completion of the conversion pending application approval in FY 2022.

OHA expects that 163 new construction units at Foon Look East (formerly known as Brooklyn Basin 4), 3801 MLK Family Housing, Friendship Senior Housing, 285 12th Street, and 95th and International will be under AHAP contract by the end of FY 2022. Additionally, OHA expects to place 15 awarded units under HAP contract at Kenneth Henry Court in FY 2022, the only remaining property which was awarded through RFQ 16-008 in FY 2017 for existing housing.

OHA plans to continue to assess awarding Project Based Vouchers through the City of Oakland Notice of Funding Availability (NOFA) and the County of Alameda Measure A1 Housing Development Programs NOFA. These anticipated and already approved conditional awards are highlighted in Appendix B. These projects add an additional 214 PBV units to OHA's total allocation of 4,973 PBV assisted units which is approximately 40 percent of the voucher portfolio.

Table 3. Planned New Project-Based Vouchers			
Project-based for first time during plan year where at least an AHAP is in place by end of plan year			
Property Name	Number of Vouchers Project-Based	RAD?	Description of Project
Kenneth Henry Court	15	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland
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
3801 MLK Family Housing	16	No	3801 MLK will be for families and households with special needs. It will meet the diverse housing needs for Oakland families and households ranging from 30%-50% AMI
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 Street	25	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.
95th and International	27	No	95th and International, second phase of Acts Cyrene Apartments, is a new construction of 55 affordable housing rental units located 95th and International. The Project is developed by Related Companies of California, LLC which will set aside fourteen units for formerly homeless or at risk of homeless individuals and families.
	335		Planned Total voucher to be Newly Project-Based

Table 4: Planned Existing Project-Based Vouchers

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

Property Name	Number of Project-Based Vouchers	Status at End of Plan Year*	RAD?	Description of Project
Mandela Gateway	30	Leased/Issued	No	An affordable housing project of 187 units in West Oakland for low-income families. The project was leased up in 2004 with 30 PBV units.
Alteheim Senior Housing Phase I	23	Leased/Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.
Lion Creek Crossings II	18	Leased/Issued	No	The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units.
Madison Apartments	50	Leased/Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek 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 Foothil	64	Leased/Issued	No	An affordable housing project of 65 units in Lower San Antonio district of Oakland for low-income seniors. The project was leased up in 2008 with 64 PBV units.
Fox Court Apt.	33	Leased/Issued	No	An affordable housing project of 80 units in downtown Oakland for low-income /homeless with HIV/AIDS families. The project was leased up in 2009 with 20 PBV units.
Jack London Gatewa	60	Leased/Issued	No	An affordable housing project of 60 units in West Oakland for low-income seniors. The project was leased up in 2009 with 60 PBV units.
14th St at Central Station	20	Leased/Issued	No	An affordable housing project of 99 units in West Oakland for low-income families. The project was leased up in 2007 with 20 PBV units.
Tassafaronga Village Phase I	80	Leased/Issued	No	The first phase of Tassafaronga Village project with 137 units in East Oakland for low-income families. The project was leased up in 2010 with 80 PBV units.
Alteheim Senior Housing Phase II	40	Leased/Issued	No	The second and final phase of Altenheim Senior Housing project with 81 units for low-income seniors. This phase was leased up in 2010 with 40 PBV units.
Fairmount Apartments	16	Leased/Issued	No	An affordable housing project of 31 units in Grand Lake area of Oakland for low-income families and persons with disability. The project was leased up in 2010 with 16 PBV units.
Tassafaronga Village Phase II	19	Leased/Issued	No	The second and final phase of Tassafaronga project with 20 units for low-income/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 th 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 th 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.
Ave Vista 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.
Embark Apartments	61	Leased/Issued	No	An affordable housing project of 40 units in North Oakland for low-income/veteran/VASH families. An AHAP for 61 PBV was executed in 2017.
Northgate Apartments	14	Leased/Issued	No	The project, located at 2301 Northgate Avenue, serves low income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property.
Westlake Christian Terrace West (WCTW)	121	Leased/Issued	No	Westlake Christian Terrance West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is

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 affordable 30-unit housing development that is within close proximity to public transit. The 18 PBV subsidies will be attached to 6 one-bedrooms, 9 two-bedrooms, and 3 three-bedrooms. Resident services are not available on-site but residents have access to RCD's resident services programs.
Fruitvale Transit Village - Phase IIA	66	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	17	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	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 includes 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 are homeless or at risk 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.
Fon Lok West (formerly known as Brooklyn Basin 3)	65	Committed	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
4496 Planned Total Existing Project-Based Vouchers				

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

OHA plans to continue substantial rehabilitation of 77 units of senior housing that have been converted to project-based vouchers through a HUD approved disposition and financing and pre-development work at Harrison Towers. These units are located at Oak Grove South and Harrison Towers. (see Table 2) During the rehabilitation, residents will be temporarily relocated to off-site facilities. The units in Oak South will have a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process and construction is slated to be completed in October of 2021. Harrison Towers has been approved for disposition and will continue assembling financing and undertaking predevelopment work during FY 2022. Staff are planning to close financing and execute the AHAP contract in the Fall of 2022.

OHA plans on converting four mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project Based vouchers. The RAD program was signed into law in 2011 and further amended in 2014, and is administered under guidance from PIH Notice 2012-32 and all further revisions. OHA intends to use the RAD program to provide a more stable financing platform than public housing in order to facilitate any future re-financings of the included redeveloped mixed income properties and also to streamline property management and asset management processes for these projects. The affected

projects are Lion Creek Crossing Phases 1-4 for a total of 157 public housing units converted to project-based vouchers. Three additional mixed finance properties with public housing units, Mandela Gateway, Chestnut/Linden Court, and Foothill Apartments are currently on hold, although the status may change during the FY.

Additionally, construction and lease up will be completed for Phase 3 of Brooklyn Basin adding 130 affordable units, 65 of which are assisted with PBV subsidy, for formerly homeless and very low-income families. Completion and HAP contract execution is expected in Spring of 2022.

OHA is engaged in four additional partnership projects in various stages of pre-development. 285 12th Street, in partnership with the East Bay Asian Local Development Company (EBALDC), is currently projected to include 65 units (25 with PBV subsidy) with 3,500 square feet of commercial space. OHA anticipates entering into an AHAP contract on the PBV units in Spring 2022 and a HAP at project completion in Spring 2024.

500 Lake Park, in partnership with EAH Housing, is planned to include 53-units for low-income families, of which 14 units will receive VASH subsidies, and 3,000 square feet of ground floor commercial space. The AHAP contract along with construction closing and ground breaking are projected for October 2021 and completion in Summer 2023.

Brooklyn Basin, Project 4, is expected to enter into its AHAP contract, close on all financing and start construction in August 2021.

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

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

Planned Other Changes to MTW Housing Stock in the Plan Year

OHA plans to continue substantial rehabilitation of 77 units of senior housing that have been converted to project-based vouchers through a HUD approved disposition in FY 2021. These units are located in two sites: Oak Grove South (see Table 2). During the rehabilitation, residents will be temporarily relocated to off-site facilities. The units in Oak South will have a status of "Demo/Dispo" during the disposition and renovation/rehabilitation process and construction is slated to be completed in October of 2021. Harrison Towers has been approved for disposition and will continue assembling financing and undertaking predevelopment work during FY 2022. Staff are planning to close financing and execute the AHAP contract in the Fall of 2022.

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Additionally, construction and leaseup will be completed for Phase 3 of Brooklyn Basin adding 130 affordable units, 65 of which are assisted with PBV subsidy, for formerly homeless and very low-income families. Completion and HAP contract execution is expected in Spring of 2022. Empyrean Towers will also complete construction and 66 new units will be added and leased, 32 of which will have a PBV subsidy.

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Brooklyn Basin, Project 4, is expected to enter into its AHAP contract, close on all financing and start construction in August 2021.

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

OHA anticipates a \$10.2 million dollar 2022 Capital Fund Grant, which is included in the MTW Block Grant. Through use of its single fund flexibility, OHA projects spending approximately \$19 million on capital projects using MTW funds. Approximately \$3.2 million will be invested in public housing properties. OHA expects to complete projects that will preserve and enhance each of its public housing sites, investing in site and landscape improvements, modernization of building systems, and rehabilitating unit interiors.

OHA will invest \$13.5 million into affordable housing projects consisting of acquisition and development. OHA anticipates expending approximately \$650k 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 \$1.8 million of information technology hardware, vehicles, security equipment, and office equipment.

A table describing the FY 2022 Capital Expenditures is included in Appendix B.

Table 6: General Description of All Planned Capital Expenditures During the Plan Year					
Narrative general description of all capital expenditures of MTW funds during the Plan Year.					
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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 by 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 2022 will see the implementation of the last component involving loans to owner for unit rehabs. 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 – 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 96% 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. 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 50 families through these initiatives. In total, OHA projects to serve 190 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 fungibility and account for the largest portion of OHA's 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 205 households during the fiscal year through the Building Bridges initiatives to provide three types of service enriched housing: single room occupancy (SRO) units, shared housing and transitional units for Veterans, foster youth and other special needs populations and a new program called 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 15 families through PACT. During FY 2022, OHA expects to serve approximately 1,080 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. OHA plans to complete the rehabilitation of one Section 18 Disposition site (Oak Groves South) with as little disruption to residents as possible and intends to conduct any necessary temporary moves in accordance with the Uniform Relocation Act (URA). The plan finds suitable accommodations offsite. It is anticipated that the rehabilitation work will begin in the January 2021 and be completed in late 2021. Harrison Towers is projected to close financing for its disposition in Fall or Winter of 2022.

In total, OHA projects that 14,204 families will be served by its MTW programs during FY 2022, 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.

Table 7: Planned Number of Households Served

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

Planned Number of Households Served Through:	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households Served**
MTW Public Housing Units Leased	16,944	1,412
MTW Housing Choice Vouchers Utilized	136,980	11,415
Local, Non-Traditional: Tenant-Based ^	3,000	250
Local, Non-Traditional: Property-Based ^	13,524	1,127
Local, Non-Traditional: Homeownership ^	0	0
Planned/Actual Totals	170,448	14,204

* "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.

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

Local, Non-Traditional Category	MTW Activity Name/Number	Planned Number of Unit Months Occupied/Leased*	Planned Number of Households to be Served**
Property-Based	Fund Affordable Housing Development Activities (08-01)	780	65
Property-Based	Fund Affordable Housing Development Activities (08-01) - Tax credit units in service in total through FY2020	9,540	795
Tenant-Based	Local Housing Assistance Program (10-06)	3,000	250
Property-Based	Local Housing Assistance Program (10-06) - BB-KTH	276	23
Property-Based	PBV Transitional Housing Programs (11-05)	708	59
Property-Based	SRO/Studio Apartment Preservation Program (11-03)	2,220	185
Planned/Actual Totals		16,524	1,377

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

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

Housing Choice Voucher

As OHA has continued to lease conditionally awarded PBVs, utilization numbers have increased and to meet existing PBV commitments, OHA may exercise its option to not absorb port ins or grant extensions to searchers based on voucher availability and will review any reasonable accommodations related to extensions.

OHA expects the local rental market will continue to be strong in FY 2022 as it showed no signs of slowing, even during the pandemic as demand for housing remained high and inventory levels of available units for sale and rent dropped in the East Bay. As OHA has shifted over the last decade to more unit based subsidies through PBV awards, the continued use of a suite of activities to retain and recruit new landlords, and activities to help remove barriers to empower voucher holders to be competitive, OHA expects to stabilize the voucher utilization rate at 98-99% for the program year. OHA historically extended the amount of time to reside in a PBV unit to two years instead of one to request a transfer voucher, OHA plans to expand the policy to not allow the option for PBV residents to move and receive a tenant-based subsidy. Residents in PBV units are currently housed in some of the best affordable housing stock in Oakland, and the OHA's focus will be to house those that are currently not housed at all or have been waiting for housing on a waitlist.

Public Housing

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

Local, Non-traditional

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

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

OHA will continue to implement several existing local programs under the Building Bridges initiative including a new partnership call Key to Home.

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 due to COVID-19, which affected leasing rates in FY 2021, to continue into the first part of FY 2022.

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

commitments from ACSSA to provide wrap around case management services that address employment barriers and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV. OHA expects to continue to lease the program in FY 2022 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 2022 but is dependent on its partners for referrals. Leasing challenges that are expected involve units failing HQS inspections, which has plagued the program in the past.

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. Families with children will be referred from the State of California Project RoomKey, operating Operation Comfort, providing isolation housing for symptomatic or COVID-19 infected people experiencing homelessness, as well as Operation Safer Ground, safe housing for high-risk people experiencing homelessness.

Table 9: Discussion of Any Planned Issues/Solutions Related to Leasing	
Discussion of any anticipated issues and possible solutions related to leasing.	
Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	OHA will continue the planning and implementation for a major rehabilitation and disposition of two large senior sites, Oak Grove South and Harrison Towers, and will employ strategies to minimize impacts on residents during the project completion.
MTW Housing Choice Voucher	<p>As OHA has continued to lease conditionally awarded PBVs, utilization numbers have increased and to meet existing PBV commitments, OHA may exercise its option to not absorb port ins or grant extensions to searchers based on voucher availability and will review any reasonable accommodations related to extensions.</p> <p>OHA expects the local rental market will continue to be strong in FY 2022 as it showed no signs of slowing, even during the pandemic as demand for housing remained high and inventory levels of available units for sale and rent dropped in the East Bay.</p> <p>As OHA has shifted over the last decade to more unit based subsidies through PBV awards, the continued use of a suite of activities to retain and recruit new landlords, and activities to help remove barriers to empower voucher holders to be competitive, OHA expects to stabilize the voucher utilization rate at 98-99% for the program year. OHA historically extended the amount of time to reside in a PBV unit to two years instead of one to request a transfer voucher, OHA plans to expand the policy to not allow the option for PBV residents to move and receive a tenant-based subsidy. Residents in PBV units are currently housed in some of the best affordable housing stock in Oakland, and the OHA's focus will be to house those that are currently not housed at all or have been waiting for housing on a waitlist.</p>

	<p>Sponsor-Based Housing Assistance (SBHAP) and Building Bridges Programs</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 citywide vacancy rates below one percent continue to derail social service agencies abilities to locate owners willing to participate, and high rents impact the total number of families OHA can serve.</p> <p>OHA will continue to implement several existing local programs under the Building Bridges initiative including a new partnership call Key to Home.</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 due to COVID-19, which affected leasing rates in FY 2021, to continue into the first part of FY 2022.</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 used its MTW resources to leverage commitments from ACSSA to provide wrap around case management services that address employment barriers and assist with access to other needed community resources. Based on funding availability, families who successfully complete the CalWORKs program and maintain their housing may be referred for eligibility screening for a HCV. OHA expects to continue to lease the program in FY 2022 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 2022 but is dependent on its partners for referrals. Leasing challenges that are expected involve units failing HQS inspections, which has plagued the program in the past.</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 additional resident supportive services. Families with children will be referred from the State of California Project RoomKey, operating Operation Comfort, providing isolation housing for symptomatic or COVID-19 infected people experiencing homelessness, as well as Operation Safer Ground, safe housing for high-risk people experiencing homelessness.</p>
Local, Non-Traditional	

C. Wait List Information

Table 10: Planned Waiting List Information

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Will the waitlist be opened during the plan year?
Housing Choice Voucher: Tenant-Based	Community Wide	1,617	Closed	Yes
Housing Choice Voucher: Project-Based - OHA Managed	Site-Based	1,000	Closed	Yes
Housing Choice Voucher: Project-Based - Third Party Managed	Site-Based (Third Party Managed)	36,384	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA Managed)	3,238	Closed	Yes
Public Housing - Third Party Managed	Site-Based (Third Party Managed)	2,656	Yes	Yes
Local Non-Traditional - PACT	<p>Direct Referral - from Program partners - The Alameda County Sheriff's Office (ACSO) provides MOMS and DADS applicants to OHA. Following ACSO program standards, ACSO staff select and refer to OHA those ACSO MOMS and DADS candidates who qualify for minimally supervised transitional housing after completion of a 6-8 week multi-faceted program while in custody including an Individual Case Management Plan (ICM).</p> <p>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.</p>	12	Open	Yes
Local Non-Traditional - SBHAP	<p>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.</p>	N/A	No	No
Local Non-Traditional - Building Bridges - SRO	<p>Direct Referral - OHA contracts with various service providers to provide service enriched housing to special needs populations, emancipated foster youth and veterans through its Building Bridges - SRO local non-traditional program. The applicants are submitted by direct referral and OHA performs eligibility screening.</p>	N/A	No	No
<p>Please describe any duplication of applicants across waiting lists:</p> <p>Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.</p>				

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

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	OHA plans to revise preferences based on a demographic analysis and use weighting for prioritization. OHA plans to open this waitlist.
Housing Choice Voucher: Project-Based - OHA Managed	The owner plans to administer one waitlist for 6 sites. OHA will explore continuously open waitlists for certain bedroom sizes.
Housing Choice Voucher: Project-Based- Third Party Managed	Lion Creek Crossings phase 1 will be open for all bedroom sizes. Cathedral Gardens will open a waitlist for HOPWA units in March 2020.
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 in June 2020. 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. Waitlists will be opened for Mandela Gateway and Chestnut and Linden Court.
Local Non-Traditional (PACT)	Open for graduates of ASCO MOMs and DADs programs

Section III. Proposed MTW Activities

**Table 11a
Proposed MTW Activities**

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Re-certifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds

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

A. Description

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.

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

<u>Reported Change by Participant:</u>	<u>Impact to Tenant Rent Calculation</u>
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.

B. Describe how the proposed activity will achieve one or more of the three statutory objectives

This activity relates to the statutory objective to reduce costs and achieve greater cost effectiveness for voucher holders by suspending certain required activities related to determining tenant rent during an emergency situation, where staffing is reduced and requests for changes from participants may increase. This will also alleviate burdens on customer service staff who respond to participant requests, scanning of paperwork and processing of these notices during this time period.

C. Identify and discuss the anticipated impact

This activity will not affect the calculation of rent, but will allow OHA to pay all or a percentage of the tenant portion of rent for qualifying program participants as a temporary emergency rent relief initiative during an emergency pandemic or other local emergency situation. OHA anticipates that this activity will help maintain the number of landlords and residents participating in the HCV program that might be lost due to resident's inability to pay their rent and future evictions. Although communities have implemented temporary eviction moratoria, OHA anticipates that some landlords may choose to evict or leave the program after protections sunset due to rental losses. Tenants that may not have income impacted will be affected by school closings which will cause increased child care expenses and possibly health care related expenses and can submit a hardship request to be considered. OHA has previously implemented various incentives to retain existing landlords during a tight and expensive rental market and anticipates losing landlords if tenants cannot meet their rent obligations, even for a short period of time.

Local cities are moving to suspend evictions due to non-payment of rent during the COVID-19 public health emergency and OHA anticipates that tenants in its public housing programs will have unanticipated income, health care and child care expenses due to school closings that will impact their ability to pay rent. OHA will not pursue evictions during this time due to local ordinances and proposes to pay the tenant rent for participants that qualify to alleviate eviction concerns during this emergency period.

Some of the most vulnerable populations are served by OHA local non-traditional programs including parents exiting the criminal justice system, homeless seniors and those living in encampments and emancipated foster youth. OHA anticipates that any impact to income or increase in expenses could jeopardize their ability to pay their rent and maintain participation in OHA's programs causing increased recidivism or a return to homelessness. By paying qualifying participants rent during a short term emergency, OHA anticipates supporting the ability of these residents to maintain their housing and stability.

Impact Analysis

OHA has analyzed the rent portion paid by tenants and wage earning tenants per program for the households served and the data is summarized in the table below. If OHA elects to implement this program for only affected wage earning households in the public housing, HCV, local non-traditional and non-MTW programs that request interims, the cost will be approximately \$740,326 per month – see the discussion for how this figure was determined based on the discussion and tables below. OHA may elect to implement this activity for only select programs such as public housing and HCV but has provided the cost analysis for all households.

The state's weekly claims for unemployment benefits has had a 370% increase¹. We assume that this rate can be applied to the OHA population; the following calculation was used to project the number of families that would benefit from the Rent Relief activity, and the corresponding expenditure.

¹ <https://www.latimes.com/politics/story/2020-04-07/california-workers-newly-eligible-unemployment-benefits-delays>

Each month, approximately 2% of OHA households file for interim recertification, indicating that the household has experienced a change in employment status.

If the unemployment increase for California is mirrored in the OHA population, we expect to see 7.8% of OHA households require an interim recertification because of a change in employment status. In absolute numbers, that is:

$$13588 * 7.8\% = \mathbf{1060 \text{ households}}$$

These households were, by definition, wage earners. The average tenant rent for wage earning households is \$698.51. Therefore, if OHA were to pay all of the average tenant rent for wage earning households for the 1,060 households expected to file an interim this month, the total expenditure would be **\$740,325.60**. These are projections given the rise in unemployment claims. Before the COVID-19 pandemic, OHA was processing approximately 230 interims per day in its HCV program, the largest program comprising approximately 85% of OHA households.

Program Cost and Households Impacted Monthly				
Program	Average Tenant Rent per Household	Households	Wage Earners	Average Tenant Rent per Wage Earning Household
Public Housing	\$328	1,563	442	\$524
HCV	\$455	10,943	4,571	\$716
Local Non-Traditional	\$542	240	15	\$1,097
Non-MTW	\$350	842	168	\$660
Total		13,588		
Projected Households Affected	\$699	1,060		
* Projected total monthly for 1,060 Households = \$740,326.				

The table below shows the analysis of overall OHA demographic and economic characteristics for residents and the characteristics of the specific groups affected by this activity.

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

D. Provide the anticipated schedule for achieving the stated objective

OHA plans to implement the activity immediately upon approval and hopes to begin payments on behalf of participants as early as April 2020. As predictions of the duration of the epidemic are changing frequently, OHA will evaluate regularly the duration of payments based on funding availability and resident needs.

E. Standard HUD Metrics

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).	<p>Cost of task prior to implementation of the activity = 2 hours per late notice and customer service (cost per hour \$35 Housing Rep and \$25 for Office Specialist – (one hour each)) = \$60</p> <p>Typical noticing and late notices – 350 per month</p> <p>Total cost = \$252,000 per year</p>	Expected cost of task after implementation of the activity = 0 notices, \$0
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Prior to implementation of this activity, OHA issued 350 late rent notices per month at 2 hours per notice = 700 hours of staff time	Expected time after implementation of this activity is Zero staff hours on noticing.
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark
Average error rate in completing a task as a percentage (decrease).	Average error rate prior to implementation = 5%	Expected error rate after implementation = 0 % as notices will not be issued.
CE #5 Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue / total tenant payment in dollars (increase).	Total revenue prior to implementation of activity = \$3,209,076	Expected revenue after implementation of activity = \$0 (this is annualized – may only implement for 3 months)

F. Baseline Performance Level

Baseline performance levels are indicated in the chart above.

G. Yearly benchmarks

The annual benchmarks for each metric are included in the chart above.

H. 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.

I. Data source from which metric data will be compiled

The data collected for number of late notice requests, tenant rent portion, and other metric data is derived from and maintained in the agency software system.

J. Authorizations

Authorization for this activity is found in Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds of OHA's Amended and Restated Agreement.

K. Authorization Explanation

Current regulations require residents to submit a change in circumstance or income to the Authority to substantiate any changes in tenant rent. These authorizations allow OHA to waive interim and recertification protocols and frequencies currently mandated by regulations. Regulations and OHA policy determine the rent to be paid by participants for public housing and HCV program participants based on program regulations in 24 CFR 960, 982 and 983 and OHA local program guidelines approved in the OHA Annual MTW plan. OHA is requesting to temporarily suspend these requirements and use Use of Funds authorizations and flexibility to provide emergency rent relief to pay all or a portion of the tenant part of the rent.

L. Rent Reform

This is considered a rent reform activity because it suspends the normal methodology for calculation of tenant rent as OHA proposes to pay the tenant rent portion. There will be no negative impacts on tenant rent due to this activity. When OHA resumes processing standard interim reexaminations any necessary adjustments would be effective the next month.

Section IV. Approved MTW Activities: HUD approval previously granted

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

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

Table 12
Approved MTW Activities: HUD Approval Previously Granted

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2018	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b.
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a

14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2017	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <ul style="list-style-type: none"> • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 	Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
12-01	2012	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	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2

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

10-08	2011- 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 without using a competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.b

A. Implemented Activities

OHA is currently implementing the following activities:

Table 13 provides a list of all approved activities that will be implemented during FY 2022. The table includes the year the activity was implemented and the primary statutory objective(s) the activity is intended to achieve. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 14-01 indicates that the activity was identified and approved in the FY 2014 MTW Annual Plan).

**Table 13
Implemented Activities**

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d,D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b.
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit ports between local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program per OHA discretion	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c

12-01	2012	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 choices for residents.	Increase housing choices	Attachment D, Use of Funds, Attachment C.D.3.b, Attachment C.C.2
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	Transitional Housing Programs	Permits transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to families returning from prison to reunite with their children and other special populations.	Increase housing choices	Attachment C, Section B.4, D.1.a,b Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	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 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	Increase housing choices	Attachment C, Section D.7

			appropriate number of bedrooms for the family and in order to keep the family in-place.		
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a (LHAP Programs), Attachment D, Use of Funds (SBHAP, BB-CW, BB-THP+ Programs)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	Provide incentives for families with children to become economically self-sufficient Increase housing choices	Attachment D, Use of Funds
10-09	2019	Alter Minimum Stay Requirement in PBV Units	Alters the 12 month minimum stay requirement for tenants in PBV units to extend or shorten the time period a tenant has to wait to move.	Increase housing choices	Attachment C, Section D.7
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness Increase housing choices	Attachment C, Section D.7.b

MTW Activity #17-01: Owner Incentives Program

Plan Year Approved:2017

Plan Year Implemented:2017

Plan Year Amended: None

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. Based on average HAP amounts, total average annual costs for OHA to implement vacancy loss payments will range from \$208,280 to \$832,300 for vacancy periods of 15 days to 120 days.
- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process, and minimize delays or losses due to inspections. Inspections will not be linked to a participant and OHA will allow owners up to 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.
- New Landlord Incentive Payment – Provides new owner participants (have not received HAP in the past year) a one-time payment of \$500 upon execution of a new HAP contract, and meet other defined eligibility criteria. OHA had 130 new landlords sign up for the program in 2015 and we project a 10% increase due to this incentive, totaling 143 new landlords. Projected costs are \$71,500.
- Capital Improvement Payment – Offer landlords that have failed a second inspection and are entering abatement a payment of up to \$2,500 to address capital improvement issues related to the reason for the HQS inspection failure. Landlords will apply for the payment and furnish documentation on the estimated repair costs for the improvement. Payments will be repaid to OHA via reduced HAP payments made to the owner over a six-month period. Projected costs are estimated using the maximum payment of \$2,500 per landlord and are based on the number of landlords that had failed second inspections in FY 2015 and the projected cost is approximately \$385,000. OHA intends to recoup these costs by paying a lower HAP to the landlord and anticipates some loss due to landlords that may exit the program and not repay the loan. OHA

will rely on its Fraud Unit in the Police Department to pursue and collect from landlords that exit prior to completely repaying the loan.

OHA anticipates that this activity will maintain or increase the number of landlords participating in the HCV program and anticipates the number of units available for families to rent will increase as result of new landlord participation and the capital improvement payment option. Additional impacts will be increased leasing success rates for vouchers issued, increased overall voucher utilization rate and decreased voucher extensions, due to more units being made available.

Planned Non-Significant Changes: OHA proposes to offer owners that are not using direct deposit for HAP payments, a one-time incentive payment of \$200 to convert to direct deposit for HAP payments and a one-time incentive of \$200 to sign up and use the online portal through the business system. We anticipate that this conversion will be more efficient and create administrative savings from not cutting and mailing checks on a monthly basis and reduction of paperwork.

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.

Standard OHA Metrics			
Number of New Landlords Recruited by Payment Incentive			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 75 (75% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = number (percentage)

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

CE #2: Staff Time Savings			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Total time to complete the task in staff hours Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = (% decrease) = number of hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Average error rate in completing a task as a percentage (decrease) Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage =15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)

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

Plan Year Approved: 2017

Plan Year Implemented: 2017

Plan Year Amended: None

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.

Staff will continue to complete a “Rent Reasonableness” determination by using at least two comparable units within a one-mile radius with like amenities and will notify the landlord of the offer for a new rent amount/increase 120 days prior to the proposed increase. The landlord will have 30 days to accept the offered rent increase and once accepted, OHA will send a lease amendment with the HAP amount and tenant portion to the participant at least 60 days prior to the change. Similarly, to current practices under the traditional program, participants will not be able to challenge rent increase amounts. However, the notification that will be provided to each tenant will describe the Reasonable Accommodation and Hardship Policy procedures. Participants may use the hardship procedures to submit a request to have their case reviewed. Under this activity it is anticipated that participants will have more time to respond to the notice of a rent increase. Currently, participants are issued notices of approved increases within 30 days of the increase. If there is a change in tenancy before the next anniversary date, an owner can request a rent increase per OHA’s current process. OHA plans to use this activity for RAD voucher holders.

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

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

Planned Non-Significant Changes: In FY 2022, OHA plans to determine rent increase levels after evaluation of area rents and determine a percentage increase amount for these targeted areas.

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.

Standard HUD Metrics

CE #1: Agency Cost Savings			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Total cost of task in dollars (decrease). Rent Reasonableness	Cost of task prior to implementation of the activity = (staff salary)* .25 hours * number of files = $(\$46.14 * .25) * 3,996 = \$46,093$	Cost of task after implementation of the activity = (staff salary)* .08 hours * number of files = $(\$46.14 * .08) * 3,996 = \$14,750$	Total cost of task in dollars (decrease) = 68%
CE #2: Staff Time Savings			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Total time to complete the task in staff hours Rent Reasonableness	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 3,320 households = 830 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households = 266 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .08 hours * 3,320 households (68% decrease) = 564 hours
CE #3: Decrease in Error Rate of Task Execution			
Unit of Measurement	Baseline	Benchmark	Projected Outcome
Average error rate in completing a task as a percentage (decrease)	Average error rate of task prior to implementation of the activity as a percentage = 10% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 5% (50% decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease)
CE #5: Increase in Agency Rental Revenue			
Unit of Measurement	Baseline	Benchmark	Final Projected Outcome
Rental Revenue /total tenant payment in Dollars (increase).	Rental revenue prior to implementation of the activity (in dollars) = \$3,645,304	Expected rental revenue after implementation of the activity (in dollars) = \$3,500,000	Actual rental revenue after implementation of the activity (in dollars) -

MTW Activity #15-01: Local Area Portability Reform

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.

Standard HUD Metrics		
CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark

Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,644 (50% reduction)
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776= \$43,410 (57% reduction)
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease). Local Port Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests =1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)
Administering Local Ports	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 =1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)

MTW Activity #15-02: Modified Utility Allowance Policy

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.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)
Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$0 (100% reduction)
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 * .05) * 2,904 = \$6,699	Cost of task after implementation of the activity = Zero (0)

Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$6,699 \$220,968 = \$11,415,771	Total expected cost of task after implementation of the activity = \$10,228,812 + \$0= \$10,228,812 (9% reduction)
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 households = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 households = 0 hours
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark
Average error rate in completing a task as a percentage (decrease).	Average error rate prior to implementation = 10%	Expected error rate after implementation = 5%
CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$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)
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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.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease). Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)
Total cost of task in dollars (decrease). Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)
Total cost of task in dollars (decrease). Biennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$146,300	Expected cost of task after implementation of the activity = \$73,150 (50% reduction)
Total cost of task in dollars (decrease). Biennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark

Total time to complete the task in staff hours (decrease). Triennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)
Total time to complete the task in staff hours (decrease). Triennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Biennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)
Total time to complete the task in staff hours (decrease). Biennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 9,028 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction)

CE #5: Increase in Agency Rental Revenue

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

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark
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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)
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SS #3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category: (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	OHA's business system does not allow information to be tracked relative to these metrics.	
Percentage of total workable households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	

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

Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1,500 households (6% decrease)

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark
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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. 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
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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 672 units through various strategies including continued lease up of units allocated through the City of Oakland NOFA process, the A1 Alameda County NOFA process, OHA development and conversion to project-based subsidy through disposition and RAD. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. OHA

will continue to explore strategies for using this activity to serve special needs populations given the tight housing market and dwindling supply of affordable housing units.

OHA will use modified PBV Program HAP Contract (HUD52530B – Part 1 and 2) to include language that will allow OHA to amend the contract to remove units specified in Exhibit A that have not been leased to eligible families within 1 year of the effective contract date. As ineligible families move from these units, owners can re-apply to OHA for additional units to be awarded PBV subsidy if funding is available. This will allow OHA to maximize the families served by shifting unused subsidies to projects that are better able to lease units to eligible families in an effort to address the unprecedented numbers of homeless families needing affordable housing options in Oakland.

As ineligible families move from these units, owners can re-apply to OHA for additional units to be awarded PBV subsidy if funding is available.

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.

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

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

MTW Activity #11-01: PBV Occupancy Standards

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.

Standard HUD Metrics		
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific	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

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

Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = Five (5) households
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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 2022, 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 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.

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

Number of households 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
CE #5: Increase in Agency Revenue		
Unit of Measurement	Baseline	Benchmark
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = \$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 2022 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. In FY 2022, OHA expects to start partnering with St. Mary's Center (Friendly Manor), which has a capacity to serve 22 households.

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

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = 100	Expected households losing assistance/moving after implementation of the activity = Zero (0)
<i>HC#1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of units of this type prior to implementation of the activity = Zero (0) units	Expected housing units of this type after implementation of the activity = (185) units
<i>HC#2: Units of Housing Preserved</i>		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = Zero (185) units
<i>HC#5: Increase in Resident Mobility</i>		
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 = (185) households
HC#7:Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = (185) households

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 Sheriff'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.

Standard HUD Metrics PACT Program

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15 households
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 15 households
<i>Standard OHA Metrics</i>		
<i>Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 15 households
<i>Increase in Household Income</i>		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage (\$12.55) = \$10,000
<i>Increase in Household Savings</i>		
Unit of Measurement	Baseline	Benchmark

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

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

Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:		
(1) Employed Full- Time	1) Zero (0) households	1) 0 households
(2) Employed Part- Time	2) Zero (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 workable households in <>category name<> prior to implementation of activity (percent). This number may be zero.	Unknown	

Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 8 households	Number of households receiving TANF after implementation of this activity= 8 households

<i>Households Assisted by Services that Increase Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 15 households
<i>Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 5 households will graduate from program

Building Bridges – Shared and Transitional Housing

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



Henry Robinson (SRO-Transitional)

The Henry Robinson (559 16th Street) is a single room occupancy hotel of 62 units of transitional housing serving homeless adults and those suffering from mental health disabilities, substance abuse recovery and physical, chronic health conditions. Supportive services include needs assessment and partnerships with community providers such as Bay Area Community Services (BACS) to provide employment, health and educational services to program participants. This partnership has not launched and OHA does not expect it to be ready in FY 2022 due to extensive renovation work on the site.

Operation Dignity (SRO-Transitional)

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

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

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

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

FIT started serving families through Building Bridges in March 2018.

Peter Babcock House (Shared Housing)

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

St. Mary Presentation House (Shared Housing)

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

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

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

City of Oakland – Matilda Cleveland (Transitional Housing)

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

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

MC joined the Building Bridges program in March 2018.

St. Mary Closer to Home (Shared Housing)

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

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

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 for FY2022.

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

Standard HUD Metrics Building Bridges Program		
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 45 households
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 45 households
Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 45 households
Increase in Household Income		

Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households prior to implementation of this activity = Zero (0) dollars	Average earned income of households after implementation of this activity = 1040 hours at minimum wage (\$12.55) = \$10,000
<i>Increase in Household Savings</i>		
Unit of Measurement	Baseline	Benchmark
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars	Average amount of savings/escrow of households after implementation of this policy = \$100 OHA is exploring with partners how to access this information. It currently is unavailable.
<i>Increase in Positive Outcomes in Employment Status</i>		
<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>		
Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category:		
(1) Employed Full- Time	1)Zero (0) households	1)0 households
(2) Employed Part- Time	2)Zero (0) households	2)2 households
(3) Enrolled in an Educational Program	3)Zero (0) households	3)3 households
(4) Enrolled in Job Training Program	4) Zero (0) households	4)1 household
(5) Unemployed	5)8 households	5)6 households
(6) Other-Drug Rehab Counseling	6) Zero (0) households	6)8 households
Percentage of total workable households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	

<i>Households Removed from Temporary Assistance for Needy Families (TANF)</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 0 households	Number of households receiving TANF after implementation of this activity= 8 households
<i>Households Assisted by Services that Increase Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation = 45 households
<i>Reducing Per Unit Subsidy Costs for Participating Households</i>		
Unit of Measurement	Baseline	Benchmark
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
<i>Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Number of households transitioned to self-sufficiency after implementation of this activity = 20 households will graduate from program

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.

Standard HUD Metrics		
CE #4: Increase in Resources Leveraged		
Unit of Measurement	Baseline	Benchmark
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Actual amount leveraged after implementation of the activity (in dollars) = \$250,000

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

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.

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

Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 10 households	Number of households transitioned to self-sufficiency after implementation of this activity = 25 households
Standard OHA Metrics		
Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of households receiving services aimed to increase self-sufficiency prior to implementation of this activity = Zero (0) households	Number of households receiving services aimed to increase self-sufficiency after implementation of this activity = 10 households

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

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.

Standard HUD Metrics

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

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

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 in FY 2022.

Planned Changes to Metrics/Data Collection: Benchmarks have been updated to reflect the project planned for this activity in the Standard HUD Metrics table below. Other metrics and data collection methods are the same.

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

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = $\$1,400 \times 50 \text{ projects} = \$70,000$	Expected cost of task after implementation of the activity = $\$2,200 * 6 \text{ AMP areas} = \$13,200$
CE #2: Staff Time Savings		
Unit of Measurement	Baseline	Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours
HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 20 units preserved
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)

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

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.

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

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

MTW Activity #10-06: Local Housing Assistance Programs

Plan Year Approved: 2010

Plan Year Implemented: 2010

Plan Year Amended: 2021

Description/Update: The Local Housing Assistance Program (LHAP) activity through initiatives like the Sponsor Based Housing Assistance Program (SBHAP) provides support to households that might not qualify for or be successful in the traditional public housing and/or Section 8 programs. LHAP provides assistance to 1) low-income households that were part of the Oakland Affordable Housing Preservation Initiatives (OAHPI) disposition that are not eligible for the voucher program and 2) to partnering agencies operating service enriched housing for low-income households with special needs. This activity is also used for a third category of local non-traditional programs that serve families in partnership with the City of Oakland's Department of Human Services and the Oakland PATH Rehousing Initiative through the Sponsor-Based Housing Assistance Program (SBHAP) which provides rental housing assistance through the form of rental subsidies, utility assistance, security deposits, etc. to individuals and families who come from homeless encampments or are exiting the criminal justice system, or are emancipated foster youth. The City of Oakland manages subcontractors who specialize in managing the program to serve three vulnerable populations: individuals living in street homeless encampments, adults being discharged from San Quentin State Prison, and youth with recent contact with the criminal justice system. 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 not plan to implement this during FY 2022. These subcontractors provide program applicants via direct referral into the program managed by the City of Oakland.

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 not plan to do this during FY 2022.

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.

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

Planned Non-Significant Changes: OHA intends to implement a new partnership and create the Building Bridges Key To Home pilot program described below.

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 into more long term supportive housing managed by a third-party homeless service provider and property manager contracted by OAHPI to provide resident community services and property management. The program 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 \$9,279.00. 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 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.

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 15
SBHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 140
BB-CalWORKs	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 25
BB-THP+	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 25
BB-KTH pilot	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
Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Total number of households who would not qualify for an available unit based on household composition = Zero (0)	Total expected housing units of this type after implementation of the activity = 228
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). SBHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 140
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-CalWORKs	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 25
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-THP+	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 25
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). BB-KTH pilot	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
Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 228
HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmark

Number of households receiving services aimed to increase housing choice (increase). LHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 15
Number of households receiving services aimed to increase housing choice (increase). SBHAP	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =140
Number of households receiving services aimed to increase housing choice (increase). BB-CalWORKs	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =25
Number of households receiving services aimed to increase housing choice (increase). BB-THP+	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =25
Number of households receiving services aimed to increase housing choice (increase). BB-KTH pilot	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity =23
Total number of households receiving services aimed to increase housing choice (increase). SBHAP	Total households receiving this type of service prior to implementation of the activity = Zero (0)	Total expected number of households receiving these services after implementation of the activity =228

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

*Plan Year Approved:*2010

*Plan Year Implemented:*2010

Plan Year Amended: None

Description/Update: Provide counseling and relocation assistance to residents impacted by an approved disposition of public housing units. This activity will increase participants' knowledge

and understanding of housing options available in the community and improve outcomes for households that opt to receive a transfer voucher as a result of disposition. OHA plans to use this activity for RAD voucher holders.

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

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.

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

MTW Activity #10-08: 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:

Table A: FSS Income/Escrow Table	
\$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 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 2022 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 2021. Upon approval, OHA will develop a revised Action Plan to HUD local office for review and approval. Once approved, OHA will begin enrolling local non-traditional program participants into the FSS program. The full-time student exclusion for HOH/Co-head/Spouse and the new escrow schedule will be implemented by approximately late Spring of 2021, and requires inter-agency support to implement the business system 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. Current FSS participants will not have the option of changing the method used to calculate their escrow.

Planned Non-Significant Changes: OHA intends to allow new participants in the FSS the option to enroll in the re-designed or traditional FSs program.

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.

SS #1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmark
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$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)
SS #2: Increase in Household Savings		
Unit of Measurement	Baseline	Benchmark

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

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

Unit of Measurement	Baseline	Benchmark
Report the following information separately for each category: (a) Employed Full- Time (b) Employed Part- Time (c) Enrolled in an Educational Program (d) Enrolled in Job Training Program (e) Unemployed (f) Other-Drug Rehab Counseling	a) 67 Participants b) 30 Participants c) 16 Participants d) 1 Participant e) 92 Participants f) 0 Participants	a) 10 Participants b) 20 Participants c) 10 Participants d) 5 Participants e) 10 Participants f) 0 Participants
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown	

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

Unit of Measurement	Baseline	Benchmark
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity =21 households	Number of households receiving TANF after implementation of this activity=17 households

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

Unit of Measurement	Baseline	Benchmark
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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 = 186 households	Number of households receiving services aimed to increase self-sufficiency after implementation = 40 households
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SS #6: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = 15 households	Number of households transitioned to self-sufficiency after implementation of this activity = 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 2022, OHA intends to remove 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.

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

Number of HCVs issued to PBV residents who waited to move based on an altered minimum stay of two years (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 75 Households
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Standard HUD Metrics (applies to decreased minimum stays)		
HC #3: Decrease in Wait List Time		
Unit of Measurement	Baseline	Benchmark
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)	Expected applicant time on waitlist after implementation of the activity (in months) (OHA is currently unable to track this metric due to Business System Limitations)
HC #4: Displacement Prevention		
Unit of Measurement	Baseline	Benchmark
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. (HCV)	Households losing assistance prior to implementation of activity. (number of households where voucher expires) This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.	Expected households losing assistance after implementation of activity. This metric does not apply to the goals for this activity and therefore is not something that OHA can measure relative to it.
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10

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

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 2022 OHA expects Phase 3 (Foon Lok West), which includes 130 units for families (65 assisted with PBVs) to complete construction and lease up. Phase 4, called Foon Lok East, is projected to complete the financing and start construction during FY 2022. This last phase adds 124 units (61 with PBVs) for families and will complete the project.
- 285 12th Street - OHA is partnering with the East Bay Asian Local Development Corporation (EBALDC) to construct affordable housing to include 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations. OHA expects 25 units to enter into AHAP contracts for PBV assistance during FY 2022.
- 15th 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 2022.
- 6946 Foothill Blvd - OHA will undergo predevelopment planning to rehabilitate and preserve 65 units of affordable housing using low-income housing tax credits.
- 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 affordable housing developments in order to preserve affordable housing. During the FY, OHA plans to pursue this option for Lion Creek Crossing Phase 1.
- 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 2022.

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.

Standard HUD Metrics		
HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 130 units (Phase 3 Brooklyn Basin)
HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 75 dispo PBV units under construction and 50 OAHPI PBV units rehabbed.
HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 130 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.

OHA and Standard Metrics		
CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	Benchmark
Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%
HC #3: Decrease in Wait List Time		
Unit of Measurement	Baseline	Benchmark
Average applicant time on wait list in months (decrease).	Number of months' applicants spent on centralized waitlist prior to implementation = 60 months	Expected average number of months applicants spend on site based waitlist per site

Campbell Village	60 months	65 months
Lockwood Gardens	60 months	48 months
Peralta Villa	60 months	48 months
Harrison Towers	60 months	55 months
Adel Court	60 months	60 months
Oak Grove North	60 months	60 months
Oak Grove South	60 months	60 months (affected by disposition)
Palo Vista Gardens	60 months	24 months
Linden Court	60 months	55 months
Mandela Gateway	60 months	55 months
Chestnut Court	60 months	24 months
Foothill Family Apts	60 months	75 months
Lion Creek Crossing	60 months	24 months

OHA Metric - Vacancy Rate per public housing site

Unit of Measurement	Baseline	Benchmark
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%
Campbell Village	2%	1.32%
Lockwood Gardens	2%	2.71%
Peralta Villa	2%	1.29%

Harrison Towers	2%	0.67%
Adel Court	2%	1.11%
Oak Grove North	2%	N/A sites designated for dispo
Oak Grove South	2%	N/A sites designated for dispo
Palo Vista Gardens	2%	0.93%
Linden Court	2%	1.54%
Mandela Gateway	2%	3.80%
Chestnut Court	2%	0.93%
Foothill Family Apts	2%	0.79%
Lion Creek Crossing	2%	1.76%

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

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 in FY 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 does not have any planned significant changes for this activity.

Standard HUD Metrics

CE #1: Agency Cost Savings

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

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

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 in FY 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.

Standard HUD Metrics
CE #1: Agency Cost Savings

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

Table 17
Approved MTW Activities on Hold

Activity # and year approved	Fiscal Year Implemented (Year placed on HOLD)	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
13-01	2017	Rent Reform Pilot Program	<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"> • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 	<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
09-02	2010 (2015)	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds

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

MTW Activity #13-01: Rent Reform Pilot Program

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

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

Anticipated Impacts: OHA and participant families will experience time savings related to the forgone re-certifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the in between years or because of the new income calculation.

Update on Reactivation Plan: OHA will continue to evaluate.

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

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.

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

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 2022. However, OHA will consider activating the activity pending new opportunities in future fiscal years.

This activity may be reactivated on an as needed basis.

Non-Significant Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2022.

D. Closed Out Activities

OHA does not propose to close any activities during FY 2022.

Section V. Sources and Uses of Funding

The FY 2022 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 2021. 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.

Table 15: Estimated Sources of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	4,709,926
70600	HUD PHA Operating Grants	316,906,502
70610	Capital Grants	10,074,617
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
70000	Total Revenue	344,513,080

2) Estimated Uses of MTW Funding for the Fiscal Year

At the start of FY 2022, OHA expects HCV utilization to be in the 96th 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 the landlord incentives, OHA plans a continued implementation of all

the initiatives under Building Bridges in FY 2022, including a new program called Building Bridges- Key To Home. 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 2022.

Table 16: Estimated Uses of MTW Funding for the Fiscal Year

FDS Line Item	FDS Line Item Name	Dollar Amount
91000	Total Operating - Administrative	51,175,787
91300+91310+92000	Management Fee Expense	288,440
91810	Allocated Overhead	(10,785,780)
92500 (92100+92200+92300+92400)	Total Tenant Services	3,165,507
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	2,110,700
93500+93700	Labor	-
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	12,881,680
95000 (95100+95200+95300+95500)	Total Protective Services	7,935,296
96100 (96110+96120+96130+96140)	Total insurance Premiums	3,341,797
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	-
97100+97200	Total Extraordinary Maintenance	-
97300+97350	Housing Assistance Payments + HAP Portability-	238,430,315
97400	Depreciation Expense	-
97500+97600+97700+97800	All Other Expenses	17,412,904
90000	Total Expenses	328,526,987

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 75 senior public housing units at Oak Grove South will be completed in CY 2022. 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 \$4 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 Section 8 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 in FY 2022.
- 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 a full-time coordinator to administer economic development programming to maintain employment development opportunities and job readiness training for former JobsPlus participants and other 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. The Program Partnerships Committee and Community and Economic Development division will expand and extend Jobs Plus like benefits to more than just West Oakland Public Housing residents. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.
 - In FY 2022, 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 mitigating chronic absenteeism and improving academic achievement among OHA children. During FY 2022, OHA will implement some changes to the program based on analysis performed in FY 2020, building upon the lessons learned from previous program years. There are five pillars to the program: early school enrollment, attendance, third grade reading level, high school graduation, and seeking additional education through college or skills training. Using data collected and shared by the Oakland Unified School District since 2012, coupled with internal OHA data, the education initiative revamp will 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.

- The Search Assistance/Housing Navigator initiative will continue to partner with the Leased Housing department to assist applicants who have been unable to lease-up using their voucher within 180 days. Services such as rental portfolio/resume classes, creating a master rental application, references, role playing and presentation preparation, rental history review, and referral to supportive services for security deposit assistance and moving assistance in addition to housing search workshops are planned.
- Providing a Consistent Level of Security to Residents with a focus on youth and families
 - Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community policing services that positively impact OHA sites and the surrounding neighborhoods, and the department protects program integrity by managing the Fraud Investigations Unit. In FY 2022, OHAPD plans to deploy continue and expand the youth explorer program for up to 22 youth and replace or upgrade outdated equipment including vehicles, security cameras. 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 focus 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 15th and Harrison, 285 12th Street, and Brooklyn Basin while exploring redevelopment of some scattered sites.
 - OHA will continue to develop new units at existing project sites with 130 new units coming on line at Brooklyn Basin (Foon Lok West) and closing the financing for 124 new units at Brooklyn Basin (Foon Lok East) 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 sites to meet Oakland's need for additional permanent affordable housing.
- 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
 - OHA plans to 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.
 - OHA plans to 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

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 75 senior public housing units at Oak Grove South will be completed in CY 2022. 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 \$4 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 Section 8 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 in FY 2022.

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 a full-time coordinator to administer economic development programming to maintain employment development opportunities and job readiness training for former JobsPlus participants and other 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. The Program Partnerships Committee and Community and Economic Development division will expand and extend Jobs Plus like benefits to more than just West Oakland Public Housing residents. Increased services such as true job development will allow OHA to leverage the benefits derived from the Single Fund Flexibility with activities such as #10-08 (Redesign of the FSS Program) to enhance the benefits to residents in the job rich Bay Area environment.

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Providing a Consistent Level of Security to Residents with a focus on youth and families:

Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community policing services that positively impact OHA sites and the surrounding neighborhoods, and the department protects program integrity by managing the Fraud Investigations Unit. In FY 2022, OHAPD plans to deploy continue and expand the youth explorer program for up to 22 youth and replace or upgrade outdated equipment including vehicles, security cameras. 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 focus 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)

Expansion of Affordable Housing Opportunities

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

The Authority will continue to develop new units at existing project sites with 130 new units coming on line at Brooklyn Basin (Foon Lok West) and closing the financing for 124 new units at Brooklyn Basin (Foon Lok East) 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 sites to meet Oakland's need for additional permanent affordable housing.

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

OHA plans to 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.

OHA plans to 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

B. Local Asset Management Plan

Table 18: Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?	Yes
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan	No
iii. Did the MTW PHA provide a LAMP in the appendix?	No
iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA does not plan to make any changes in the Plan Year.	OHA does not plan to make any changes in the plan year.

C. Rental Assistance Demonstration Participation

Table 19: Rental Assistance Demonstration (RAD) Participation

Description: OHA plans to submit an application during the FY to convert public housing units in the following mixed finance developments: Lion Creek Crossing Phases I, II, III and IV (157 units. Upon approval of the application, OHA plans to complete the RAD conversion in the middle of FY2022.
i. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval. No
ii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment? N/A

Section VI. Administrative

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

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

On Motion of Commissioner: Anne Griffith

Seconded by Commissioner: Barbara Montgomery

And approved by the following vote:

AYES: Hartwig, Griffith, Castillo, Jung-Lee, Wright, Montgomery, Tortorich

NAYS: 0

ABSTAIN: 0

ABSENT: 0

EXCUSED: 0

THE FOLLOWING RESOLUTION WAS ADOPTED: NUMBER: 4965

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO SUBMIT
THE FY 2022 MAKING TRANSITIONS WORK ANNUAL PLAN AND
CERTIFICATIONS OF COMPLIANCE TO THE US DEPARTMENT OF
HOUSING AND URBAN DEVELOPMENT**

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

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

WHEREAS, the Fiscal Year (FY) 2022 MTW Annual Plan provides Authority residents, the public and the Department with baseline information on Authority programs, previously approved MTW activities, and a budget for FY 2022; and

WHEREAS, the FY 2022 MTW Annual Plan identifies the areas in which the Authority intends to use its participation in MTW to explore and test new and innovative methods to reduce costs and achieve greater cost effectiveness, provide incentives for families with children to become economically self-sufficient, and increase housing choices for low-income families in Oakland; and

WHEREAS, the Authority gathered resident and community input during a 30-day written comment period and a public hearing held on February 22, 2021; and

WHEREAS, the FY 2022 MTW Annual Plan has been finalized after giving consideration to comments received from the public; and

WHEREAS, the Board of Commissioners must adopt a FY 2022 MTW Annual Plan prior to submission to the Department; and

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

WHEREAS, the Certification states that the FY 2022 MTW Annual Plan will be carried out in compliance with all applicable MTW regulations and requirements of the Department; and

WHEREAS, the FY 2022 MTW Annual Plan is in compliance with all Department regulations.

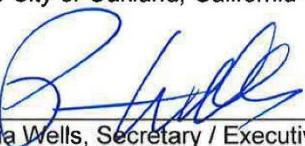
**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF OAKLAND, CALIFORNIA;**

THAT, the Board of Commissioners adopts the FY 2022 MTW Annual Plan; and

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

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2022 MTW Annual Plan and Certifications of Compliance to the US Department of Housing and Urban Development, and to take all actions necessary to implement the foregoing resolution.

*I certify that the foregoing resolution is a full, true and
correct copy of a resolution passed by the Commissioners of the Housing
Authority of the City of Oakland, California on March 22, 2021.*



Patricia Wells, Secretary / Executive Director

ADOPTED: March 22, 2021

RESOLUTION NO. 4965

CERTIFICATIONS OF COMPLIANCE

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

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

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (07/01/2021), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identity, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.
- (21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- (22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

Oakland Housing Authority

MTW PHA NAME

CA003

MTW PHA NUMBER/HA CODE

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

Gregory D. Hartwig

Name of Authorized Official

SIGNATURE

Chairman, OHA Board of Commissioners

Title

DATE

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

**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 01/13/2021 09:45PM EST

Date (mm/dd/yyyy): 01/13/2021

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 - 6261) for CY 2021 printed by mohammed mbhuiyan in HUD Secure Systems/OpFund Web Portal at 01/21/2021 06:53PM EST end,

https://hudapps.hud.gov/ords/ofpih/f?p=160:216:13334686231451::NO:RP:P216_CY,P216_PHA_CODE,P216_ID_SF424_FK:2021,CA003,6261

1/2

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse for public burden disclosure.)

Approved by OMB
0348-0046

1. Type of Federal Action: <input type="checkbox"/> b. a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> b. a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-top: 5px;"> Oakland Housing Authority 1619 Harrison St. Oakland, CA 94612 </div>	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: N/A	
6. Federal Department/Agency: US Department of Housing and Urban Development	7. Federal Program Name/Description: Moving To Work Demonstration CFDA Number, if applicable: 14.881 _____	
8. Federal Action Number, if known: N/A	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i> N/A	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i> N/A	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.		Signature:  Print Name: Patricia Wells Title: Executive Director Telephone No.: 510-874-1517 Date: 2/15/2021
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

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

Beginning of Public Comment Period	February 8, 2021	
Notification sent to Community Partners	February 8, 2021	
Public Notice Published in Oakland Tribune	February 12, 2021	
Public Hearing at 1619 Harrison Street	February 22, 2021	Conducted via Zoom
Resident Advisory Board Meetings	March 10, 2021	
End of Public Comment Period	March 10, 2021	

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.

The RCT, expected to begin in September 2021, will house 300 homeless families with children in large OAHPI PBV units; enrollment will take place over three years, in 100-family cohorts. The study population will be randomly assigned to a control and treatment group. The control group will receive social services through the Family and Community Partnerships department at OHA. The treatment group will receive intensive case management through the Office of Homeless Care and Coordination at Alameda County Health Care Services Agency.

OHA will collect 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.

University of Washington work order

The University of Washington is conducting a study that examines the difference, if any, between maintenance costs associated with public housing and maintenance costs in the private rental market. OHA was selected as a research partner and has provided qualitative

insight and quantitative data about our work orders, maintenance procedures, and costs. Preliminary results suggest that the commonly-held assumption that PHA residents are cost more is simply untrue. Full results, expected later this year, will inform policy decisions, boosting efficiency and quality of work.

Mobility Project

Alongside a regional cohort of PHA's, OHA began designing an approach to mobility incentives to respond to HUD's Mobility Demonstration NOFA. Though OHA did not, ultimately, submit this application, the exercise created the opportunity for cooperation within our regional cohort. Any collaboration between regional and statewide PHAs may include a variety of topics such as emergency relocations, VAWA transfers, portability and other areas for working together. This discussion has led to new ideas and approaches to regional mobility – that may be part of our research agenda in the coming year.

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

Glossary of Acronyms

Glossary

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

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

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

ACSSA – Alameda County Social Services Agency

ACSO – Alameda County Sheriff's Office.

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

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

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

DADS – Dads acquiring and developing skills program through ACSO.

FUPF – Family Unification Program – Family vouchers

FUPY - Family Unification Program – Youth vouchers

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

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

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

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

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

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

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

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

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

LAP – Language Assistance Plan

LEP – Limited English Proficiency

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

LIHTC – Low Income Housing Tax Credit program

LP – Limited Partnership.

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

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

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

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

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

OHA – Oakland Housing Authority.

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

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

PHA – Public Housing Authority.

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

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

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

SBHAP – Sponsor Based Housing Assistance Program.

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

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

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

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

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

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

APPENDIX B

OHA's Planned Capital Expenditures

FY2022 Capital Fund Expenditure Projections				
Public Housing	Development Name	Description of Work	# of Units	FY 2021
	Public Housing			
x	Adel Court	Common area and site improvements	30	\$215,000
x	Campbell Village	Site improvements, security cameras, walkway repairs	154	\$938,000
x	Lockwood Gardens	Exterior improvements, playground surface repairs, parking lot repair & maintenance, and interior improvements	372	\$862,000
x	Palo Vista Gardens	Accessibility improvements, roof and gutter replacement, building systems repairs, and landscape improvements	100	\$349,000
x	Peralta Villa	Exterior improvements, interior improvements and repairs, parking lot repair & maintenance	390	\$862,000
	Total Public Housing			\$3,226,000
	Other Affordable Housing Development & Preservation			
	285 12th St.	Acquisition and development of 285 12th St. in partnership with EBALDC.	65	\$6,000,000
	500 Lake Park	Acquisition and development of 500 Lake Park in partnership with EAH.	53	\$7,500,000
	Total Other Affordable Housing Development & Preservation			\$13,500,000
	Administrative Buildings			
	1619 Harrison	Building improvements		\$30,000
	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
	Total Admin			\$666,000
	COCC and Other Depts.			
	IT ,CCGS, FCP & Security	Network equipment, software purchases, copier for central services, emergency vehicle equipment ,security cameras		1,734,522
	Leased Housing	Copier, vehicle, & lobby upgrades		\$80,000
	Total COCC and Other Depts.			\$1,814,522
		Total MTW Funds	\$	19,206,522
		Projected Capital Fund Grant Amount	\$	10,288,343

APPENDIX C

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
HAP contracts				
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
14 th St. Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
Tassafaronga Village Phase I	2/25/2008	80	4/23/2010	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	4/5/2010	Senior
Fairmount Apartments	10/24/2008	16	3/8/2010	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	7/21/2008	19	5/27/2010	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	5/24/2010	19	8/1/2010	Low Income Families
*Effie's House (10)	5/4/2009	10	8/1/2010	Low Income Families
*Drachma Housing (14)	5/4/2009	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 th and Oak)	5/4/2009	50	6/27/2012	Senior
720 E 11 th 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
Units under HAP Contract	4,223			
AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
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
Units under AHAP Contract	435			
Conditional Awards	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
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
Units with conditional award	214			
Disposition Pending and NOFA Invitations and Pending ORED projects				
Senior Disposition Site (Harrison Towers)	10/16/2017	101	TPV award June 2018	Public Housing Disposition
		101		
Total PBV Units Allocated	4,973			

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

APPENDIX D

OHA Housing Inventory

FY 2022 MTW Housing Inventory MTW and Non-MTW housing stock		
		End of FY 2022
MTW PUBLIC HOUSING		
Large Family Sites		
	Campbell Village*	154
	Lockwood Gardens	372
	Peralta Villa	<u>390</u>
		916
Designated Senior Sites*		
	Harrison Towers	101
	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 PROGRAM		
MTW		
	General MTW HCV	13,107
Non -MTW		
	VASH	526
	Section 8 Mod Rehab	143
	Section 8 Mainstream	212
	FUP	99
	NED	85
	Tenant Protection Vouchers	141
	Shelter plus Care (S+C)	331
	TOTAL	16,098

APPENDIX E

Comments Received During Public Comment Period

No Comments Received during Public Comment Period

APPENDIX F

Evidence of a Public Process

Oakland Tribune

600 Grand Ave., #308
Oakland, CA 94610
510-723-2850

3461119

OAKLAND HOUSING AUTHORITY
1805 HARRISON ST.
OAKLAND, CA 94612

PROOF OF PUBLICATION**FILE NO. C. Sharif MTW Annual Plan (PIC)**

In the matter of

Oakland Tribune

The Oakland Tribune

I am a citizen of the United States; I am over the age of eighteen years, and not a party to or interested in the above-entitled matter. I am the Legal Advertising Clerk of the printer and publisher of The Oakland Tribune, a newspaper published in the English language in the City of Oakland, County of Alameda, State of California.

I declare that The Oakland Tribune is a newspaper of general circulation as defined by the laws of the State of California as determined by this court's order, dated December 6, 1951, in the action entitled In the Matter of the Ascertainment and Establishment of the Standing of The Oakland Tribune as a Newspaper of General Circulation, Case Number 237798. Said order states that "The Oakland Tribune is a newspaper of general circulation within the City of Oakland, and the County of Alameda, and the State of California, within the meaning and intent of Chapter 1, Division 7, Title 1 [§§ 6000 et seq.], of the Government Code of the State of California." Said order has not been revoked, vacated, or set aside.

I declare that the notice, of which the annexed is a printed copy, has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to wit:

02/12/2021

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated: February 12, 2021



Public Notice Advertising Clerk

Legal No.

0006552177

**Oakland Housing Authority****Announcement and Notice of Public Hearing**

The Oakland Housing Authority (OHA) has published the draft Fiscal Year (FY) 2022 Moving to Work (MTW) Annual Plan. OHA will hold a public hearing on **February 22, 2021 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

Public Hearing Date: Monday, February 22, 2021

Time: 6:00 PM

Location: Meeting is conducted as a Teleconference using Zoom. To find the link, go to www.oakha.org

Telephone: (510) 874-1512 or (510) 874-1517

In addition, written comments will be accepted through 4:30 PM on Wednesday, March 10, 2021. Written comments should be mailed to Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612, or may be submitted by email to MTW@oakha.org.

OHA's FY 2022 MTW Annual Plan is intended to provide information on OHA's programs and policies, including both approved and proposed MTW activities, operating budgets and capital investment plans.

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

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

所有辦公地點都會免費提供151種的外語翻譯服務。

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

Chuong trinh thông dịch đầy đủ cho tới 151 tiếng nói miễn phí cho quý vị đang có tại nhiều văn phòng gần đây.

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

OT 6552177; Feb. 12, 2021

Zoom Conference Call • Oakland, CA



Oakland Housing Authority

RESIDENT ADVISORY BOARD MONTHLY MEETING AGENDA

Wednesday, February 10, 2021
5:00 p.m. – 7:00 p.m.

*Please note this meeting may be recorded for quality tracking purposes

Time	Agenda Item	Owner
5:00 p.m.	1. Call to Order <ul style="list-style-type: none">• Roll Call• Reading of Meeting Agreements• Approval of January Minutes	<i>Omar Ronquillo, RCSC II</i>
5:15 p.m.	2. Announcements <ul style="list-style-type: none">• OHA Announcements• Commissioner Announcements• Community Announcements	<i>Omar Ronquillo, RCSC II</i>
5:30 p.m.	3. OHA Annual Plan Presentation	<i>Dominica Henderson, Director of Planning, Implementation & Compliance</i>
6:00 p.m.	4. FCP “Zoom on the Move” Presentation	<i>Victoria Wimberley, RCSC II</i>
6:30 p.m.	5. OHA Green Team Presentation	<i>Faustina Mututa, Conservation Manager</i>
7:00 p.m.	6. Adjourn	<i>All</i>

Resident Advisory Board Minutes

RAB Meeting

Wed February 10th, 2021, 5:00pm - 7:00pm PST

Meeting conducted via Zoom

In Attendance: Carol Crooks, Luwana Evans, Ka-Rinn Goodlow, Marlene Hurd, Jessifer Johnson, William Mayes, Barbara Montgomery, Sharon Montgomery, London Outlaw, Amparo Salmeron, Shelley Turner, Bettye Lou Wright

1. Call to Order

a. Roll Call

OHA Staff in Attendance: Patricia Wells- Executive Director, Carel Duplessis- Chief of Police, Andres Manriquez Chief Operating Officer, Mark Schiferl- Director of Property Management, Michelle Hasan- Director of Leased Housing, Nicole Thompson Interim Director FCP, Julie Christiansen – Senior Policy Analyst, Fatimah Aure- Policy Analyst, Stephanie Hawke, Research Associate, Faustina Mututa- Resource Conservation Manager, LaGina Albert Green Team Lead, Victoria Wimberley- FCP Coordinator, Tanisha Cannon- FCP Coordinator, Janis Rasar- FCP Administrative Assistant & note taker, Ellen Frieboes FCP Coordinator & note taker. Omar Ronquillo- FCP Coordinator & Facilitator

b. Meeting Agreements:

To focus on topic of discussion. One person at a time. Responses will be kept to one minute or less. Respect other's ideas. No side bars. Silence your devices.

c. Approve Previous Meeting Minutes

Bettye Lou Wright makes a motion to approve. Ka-Rinn Goodlow seconds. Vote passes and minutes are approved.

2. Announcements

a. Community Announcements

3. OHA FY2022 Annual MTW Plan Presentation

Julie Christiansen, Sr. Policy Analyst, Planning Implementation and Compliance

This presentation is for FY 2022 Annual MTW Plan. We do 2 presentations a year, one for the plan, and the other for the report. I will go over a glossary of terms, OHA's strategic priorities and the activities and plans for those priorities. I will also focus on how CV-19 has impacted plans the priorities. Safety has always been a main component in all our priorities.

Priority: Utilization, Preservation & development of new housing resources.

285 12th is a Partnership with East Bay Asian Local Development Corporation. It is near several BART stations. Brooklyn Basin- 465 units for families and seniors. Construction financing for Phase 3 to be completed by Aug 2021. Financing complete for Phase 4 in FY – construction to start. The rehab of Oak Grove North & South will finish mid-year. We will also close financing on Harrison Tower and maybe start on construction. It will be senior housing. At 6946 Foothill we will rehab 22 units.

Priority: Financial Stability

Expand voucher dashboard so we can make timely reports to the Board of Commissioners. Potential Rental Assistance Demonstration (RAD) conversion for some mixed sites where it makes financial sense. This means we will convert units from public housing to project based vouchers. This helps OHA make better use of resources. This will likely start with Lion Creek Crossings. We are also auditing ourselves to improve processes and implement best practices. We have done audits for gift card and chrome book distribution. The purpose is to mitigate risk and make sure we are in compliance.

Priority: Safety

We have implemented a lot of things to respond to CV-19. We have used CARES ACT funding to prevent, respond to and prepare. Virtual Services: Briefings, trainings, HQS repair verifications, DocuSign for contracts and vouchers. We have found some of these practices to be more efficient and will continue after the pandemic. We obtained HUD waivers to extend deadlines: FSS contracts (2 years), voucher searchers (30 day increments), FUP youth voucher applications, Homeownership HAP payment expirations, Biennial inspection schedules (12 months), Documentation required from closed gov't offices. Some of these have not been implemented but will be if needed – see COVID-19 dashboard Outreach- FCP implemented a survey & has been doing wellness calls to residents. Leased Housing has as well. FCP has been doing food delivery, technology assistance and the relief closet items (PPE and cleaning supplies). For staff: Staggered schedules in the office, working from home, Direct to you Newsletter, CV19 leave options, daily check in, onsite PPE & daily temperature checks.

Priority: Impactful Programs

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).

FSS Redesign

OHA plans to implement the redesign of the Family Self Sufficiency (FSS) program building on best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives.

Proposed changes are as follows:

Expand eligible participation to MTW local non-traditional programs; Allow for the full-time student rule to apply to Head of Household (HOH)/Cohead/Spouse; Implement an FSS escrow Table with defined income ranges and associate escrow amounts. OHA anticipates that this re-design will incentivize 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.

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. The RCT, expected to begin in September 2021, will house 300 homeless families with children in large OAHPI PBV units.

FUP and Urban Institute

Urban Institute, based in Washington, DC, has a long-running study that examines the effect of FUP vouchers on family preservation and reunification, while performing process and implementation evaluations in participating organizations. OHA's newest award of FUP vouchers make it eligible for this study, alongside our service partner Alameda County Social Service Agency. Results from this study will inform best practices for program administration and agency streamlined cooperation so as to produce the best results for residents.

University of Washington work order

The University of Washington is conducting a study that examines the difference, if any, between maintenance costs associated with public housing and maintenance costs in the private rental market. OHA was selected as a research partner and has provided qualitative insight and quantitative data about our work orders, maintenance procedures, and costs.

Questions

Bettye Lou Wright: How many accessible units at Harrison Tower and Oak Grove?

Julie Christiansen: I don't know, but will get back to you.

Sharon Montgomery: Are the classes just for OHA staff?

Julie Christiansen: I believe there are also some for residents.

Nicole Thompson- Acting Director of FCP: Victoria will do a presentation shortly on this topic.

Sharon Montgomery: I am glad to hear this support is offered because I am concerned about the staff. I just want to know what is available so I can share the information.

Bill Mayes: Has electronic rent payment been brought up?

Mark Schiferl- Director of Property Management: Yes, we have looked into it. Yardi does have the capability, but there are some changes we need to make so we are actively looking at it.

APPENDIX G

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



FY 2021 FAIR MARKET RENT DOCUMENTATION SYSTEM

Final FY 2021 FMRs By Unit Bedrooms				
<u>Efficiency</u>	<u>One-Bedroom</u>	<u>Two-Bedroom</u>	<u>Three-Bedroom</u>	<u>Four-Bedroom</u>
\$1,595	\$1,934	\$2,383	\$3,196	\$3,863

2020 Income Limits
City of Oakland Housing and Community Development Department
Effective Date: HOME Income & Rent Limits - 7/1/2020;
Sec 8 FMRs - 10/1/2019; TCAC - 4/1/2020; CA HCD - 5/6/2019; NSP - 6/28/2019

INCOME LEVEL	INCOME LIMITS, ADJUSTED FOR HOUSEHOLD SIZE							
	One Person	Two Person	Three Person	Four Person	Five Person	Six Person	Seven Person	Eight Person
20% AMI	\$18,280	\$20,880	\$23,500	\$26,100	\$28,200	\$30,280	\$32,380	\$34,480
25% AMI	\$22,850	\$26,100	\$29,375	\$32,625	\$35,250	\$37,850	\$40,475	\$43,075
30% of Area Median Income (Extremely Low Income)	\$27,420	\$31,320	\$35,250	\$39,150	\$42,300	\$45,420	\$48,570	\$51,690
35% AMI	\$31,990	\$36,540	\$41,125	\$45,675	\$49,350	\$52,990	\$56,665	\$60,305
40% AMI	\$36,560	\$41,760	\$47,000	\$52,200	\$56,400	\$60,560	\$64,760	\$68,920
45% AMI	\$41,130	\$46,980	\$52,875	\$58,725	\$63,450	\$68,130	\$72,855	\$77,535
50% of Area Median Income (CDBG Low Income) (Very Low Income)	\$45,700	\$52,200	\$58,750	\$65,250	\$70,500	\$75,700	\$80,950	\$86,150
60% of Area Median Income	\$54,840	\$62,640	\$70,500	\$78,300	\$84,600	\$90,840	\$97,140	\$103,380
65% AMI	\$59,405	\$67,870	\$76,375	\$84,825	\$91,650	\$98,420	\$105,230	\$112,000
70% AMI	\$63,970	\$73,095	\$82,250	\$91,350	\$98,700	\$105,995	\$113,320	\$120,615
75% AMI	\$68,535	\$78,325	\$88,125	\$97,875	\$105,750	\$113,575	\$121,410	\$129,235
80% of Area Median Income (CDBG Moderate) (Low Income)	\$73,100	\$83,550	\$94,000	\$104,400	\$112,800	\$121,150	\$129,500	\$137,850
100% of Area Median Income (Median Income)	\$83,450	\$95,350	\$107,300	\$119,200	\$128,750	\$138,250	\$147,800	\$157,350
120% of Area Median Income	\$109,600	\$125,300	\$140,950	\$156,600	\$169,150	\$181,650	\$194,200	\$206,700
150% of Area Median Income	\$125,180	\$143,030	\$160,950	\$178,800	\$193,130	\$207,380	\$221,700	\$236,030

updated 8/18/2020

APPENDIX H

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.

Effective Date: Jan 1, 2021	
Public Housing Flat Rent	
Efficiency	\$1,276
One Bedroom	\$1,547
Two Bedroom	\$1,906
Three Bedroom	\$2,557
Four Bedroom	\$3,090
Five Bedroom	\$3,862

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

Payment Standards

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

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