



Oakland Housing
Authority

MAKING TRANSITIONS WORK

ANNUAL PLAN
FISCAL YEAR 2011
(JULY 1, 2010 – JUNE 30, 2011)

DRAFT FOR PUBLIC COMMENT, MARCH 3, 2010

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Oakland Housing Authority

FY 2011 MTW Annual Plan

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1619 Harrison Street
Oakland, CA 94612
(510) 874-1500
www.oakha.org

Oakland Housing Authority
Fiscal Year 2010 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 14,000 of Oakland's lowest-income families, elderly and persons with disabilities. The mission of the OHA is:

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

As the City's largest provider of affordable housing, OHA recognizes that it takes a tremendous amount of support to help people make a home, and assist residents in building neighborhoods and communities. Accordingly, OHA has previously been recognized by the U.S. Department of Housing and Urban Development (HUD) as a "high performing" housing authority and has earned the opportunity to participate in the Congressionally Authorized Moving to Work Demonstration Program.

MTW Demonstration Program

OHA was selected to participate in the Moving to Work (MTW) Demonstration Program in 2001 and executed its first MTW agreement with HUD in March of 2004. The original seven year contract was scheduled to expire on June 30, 2011. In February of 2009, OHA signed an Amended and Restated Moving to Work Agreement with the HUD. The new agreement extends OHA's participation in the MTW Program through the end of June, 2018, an additional seven years past the scheduled expiration date of the original agreement.

MTW 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. Originally authorized under the Omnibus Consolidated Reversions and Appropriations Act of 1996, the MTW Demonstration Program waives certain provisions of the Housing Act of 1937 and HUD's implementing requirements and regulations. In addition, using MTW authority, OHA may combine funding from several HUD programs into a Single-Fund Budget with full flexibility. The Agency may use MTW funds in the Single-Fund Budget for any eligible MTW activity including, operating subsidy, capital improvements, acquisition and new construction, counseling and case management. In addition, OHA's agreement allows the MTW funds to be used outside of the traditional public housing and section 8 programs to support local housing activities. The Oakland Housing Authority has renamed the MTW program "*Making Transitions Work*" in order to better reflect the potential of the demonstration program here in Oakland.

The United States Congress established the following three statutory goals when it approved the MTW Demonstration Program:

- Reduce costs and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low income families.

The MTW Annual Plan

As an MTW Agency, OHA submits an MTW Annual Plan to HUD, the basic format of which is defined by the MTW Agreement. OHA's MTW Annual Plan for fiscal Year 2011 is intended to provide residents, the public and HUD with information on OHA's programs and policies, including both approved and planned MTW activities and operating budgets and capital investment plans. The following provides a summary overview of the various sections of the FY 2011 Annual Plan:

Section I – Introduction

This section provides general information about the MTW Demonstration Program, an overview of OHA's participation in MTW, and a summary of the Annual Plan for FY 2011.

Section II – General Housing Authority Operating Information

This section includes general housing stock, lease-up and wait list information.

Section III – Non-MTW Housing Authority Activities

This section includes information on significant OHA activities that do not require MTW authorization.

Section IV – Long Term MTW Plan

This section provides an overview of OHA's long term vision for participation in the MTW Demonstration Program.

Section V – Proposed MTW Activities: HUD Approval Requested

This section includes information on the following proposed MTW activities:

1. Amend Occupancy Standards in PBV Program
2. Combine and Standardize Eligibility, Subsidy Calculations and Reexaminations Policies and Procedures for Public Housing and Section 8 Clients.
3. Provide Public Housing Residents with Transfer Voucher Privileges Similar to PBV Program
4. Moderate Rehabilitation Project Based Continuation Program

5. Single Room Occupancy/Studio Apartment Project Based Preservation Program

Section VI – Approved MTW Activities: HUD Approval Previously Granted

This section includes information on the following approved and ongoing MTW activities:

1. Fund public housing operations
2. Fund deferred maintenance and capital improvements at public housing sites
3. Tri-annual income re-examinations for elderly and disabled households on fixed incomes
4. Utilize site based wait lists
5. Income mixing at newly renovated public housing sites
6. Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process
7. Allocate PBV units utilizing existing competitive process
8. Exceed 25 percent per project cap for PBV units allocated to OHA's Tassafaronga development
9. Utilize alternative HQS inspection system
10. Fund affordable housing development activities
11. Short Term Subsidy Program
12. Good Neighbor Program
13. Expansion of Service Enhanced Public Housing Opportunities
14. Extend Zero Assistance HAP Period From Six To 24 Months
15. Adopt Policy that Allows for allocating PBVs to 100 Percent of the Units in a Development
16. Execute PBV HAP Contracts for Non-Contiguous Scattered Site Buildings
17. Adopt Alternative System for Determining Initial Contract Rent for PBV Units Allocated to the Scattered Sites
18. Waive 12 Month Minimum Stay Requirement In PBV Rules For In-Place Families at Scattered Sites

19. Allow Landlord or Management Agent to Accept Lower HAP By Modifying PBV Rules For In-Place Families at Former Scattered Sites Public Housing Developments
20. Convert Incremental Section 8 Units into MTW Section 8 Block Grant
21. Local Housing Assistance Program
22. Relocation Assistance and Counseling Services Related to Scattered Site Disposition
23. Department of Family and Community Partnerships (formerly Department of Resident Initiatives)
24. Redesign Family Self Sufficiency (FSS) program

Section VII – Sources and Uses

This section includes summary budget information for FY 2011 including planned sources and uses for MTW and non-MTW (special purpose) Funds.

Section VIII – Administrative

This section includes the Board of Commissioners resolution and Certification of Compliance.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

Number of public housing units at beginning of year – The Oakland Housing Authority has 1,606 Public Housing units. (See Table 1 for a summary of OHA's public housing program). Note that unit counts for the HOPE VI sites are for Public Housing units only.

Table 1 Inventory of Public Housing Units		Total Units
Large Family and Mixed Population Sites		
Campbell Village		154
Peralta Villa		390
Lockwood Gardens		372
	Sub-Total	916
Designated Senior Developments		
Palo Vista Gardens		100
1619 Harrison		101
Oak Grove North		77
Oak Grove South		75
Adel Court		30
	Sub-Total	383
HOPE VI Sites		
Chestnut Court		45
Linden Court		38
Mandela Gateway		46
Foothill Family Apts.		21
Lion Creek Crossings (Phases 1, 2, 3)		136
Lion Creek Crossings (Phase 4 in development)		21
	Sub-Total	307
	Total	1,606

General description of any planned significant capital expenditures by development – Planned capital expenditures for FY 2011 by Asset Management Property are outlined in Table 2 below.

Funds received from the American Recovery and Reinvestment Act (ARRA) are not eligible for inclusion in the MTW program and will not be used for capital projects on the scattered sites approved for disposition.

Table 2 FY 2011 Capital Expenditure Plan		
Projects	Source of Funds	Projected FY 2011 Expenditures
AMP 101 (1619 Harrison Renovation)	CFP 2010	\$800,000
AMP 101-108 (Emergency Generators)	CFP 2010	\$1,500,000
AMP 104 (Plumbing Repairs)	CFP 2010	\$180,000
AMP 105 (Full Remodeling)	CFP 2010	\$1,140,000
AMP 106 (Full Remodeling)	CFP 2010	\$1,080,000
AMP 109-111 (For BEP - 43 sites)	CFP 2010	\$2,160,000
AMP 109-114 (ADA Unit Conversion)	CFP 2010	\$1,500,000
	Subtotal CFP 2010	\$8,360,000
AMP 101(Site Improvement)	ARRA	\$200,000
AMP 104 (Site Improvement)	ARRA	\$100,000
AMP 107 (Site Imp/Interior Enhancement)	ARRA	\$100,000
	Subtotal ARRA	\$400,000
On-Demand	MTW	\$400,000
Real Estate Acquisitions	MTW	\$29,750,000
	Subtotal MTW Funds	\$30,150,000
	Grand Total	\$38,910,000

Number of Public Housing Units to be added – OHA does not anticipate adding any public housing units during FY 2010. Phase 4 of Lion Creek Crossings, which includes 21 replacement public housing units, is currently under development. OHA expects to complete construction of Phase 4 by the second quarter of FY 2012 with lease up anticipated by the third quarter of the same fiscal year.

Number of public housing units to be removed from the inventory during the year by development specifying the justification for removal – OHA does not anticipate removing any Public Housing units from its inventory during the fiscal year.

Number of MTW HCV units authorized – At the end of the plan year, OHA will have 12,494 authorized Housing Choice Voucher units in the MTW program. This number includes 1,528 Tenant Protection Vouchers received by the Agency as part of the disposition of the scattered site portfolio of Public Housing units and converted into MTW units during the fiscal year. (See Table 3 below for a summary of OHA's HCV program).

Number of non-MTW HCV authorized – OHA's non-MTW HCV units include 508 Section 8 Mod Rehab Vouchers and 175 Section 8 Mainstream Vouchers. (See Table 3 below for a summary of OHA's HCV program).

Table 3	
Inventory of OHA's Housing Choice Voucher Units (at the end of FY 2011)	
MTW HCV Units	12,494
Non-MTW HCV Units	
Section 8 Mod Rehab	508
Section 8 Mainstream Program	175
Sub-total	683
Total HCV Units	13,177

Number of HCV units to be project based including description of each separate project – The OHA Board of Commissioners has approved allocating up to 2,650 of the current MTW HCV units for project based assistance. To date, OHA has committed 2,304 units to specific projects and has executed HAP contracts for 427 PBV units. This number includes 1,553 PBV units allocated to the former scattered site public housing portfolio consistent with the approved disposition plan. (See Table 4 for an overview of OHA's PBV allocations).

**Table 4
Approved PBV Allocations**

Development Name	Date of Board Approval	# of PBV Units	Contract Date	Project Description
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Fox Courts / Uptown Oakland	12/3/2004	20	5/15/2009	Low Income Families / Homeless with HIV/AIDS
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Lion Creek Crossings III	6/14/2006	16	6/25/2008	Low Income Families
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
14 th St Apartments at Central Station	1/22/2007	20	11/25/2009	Low Income Families
Jack London Gateway - Phase II	2/26/2007	60	6/5/2009	Senior
Tassafaronga Village Phase I	2/25/2008	80	<i>Est. - 3/2010</i>	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	40	<i>Est. - 4/2010</i>	Senior
Tassafaronga Village Phase II	7/21/2008	19	<i>Est. - 4/2010</i>	Low Income Families / Homeless with HIV/AIDS
Total Units Under HAP Contract		427		
Harrison & 17 th Senior Housing	5/29/2007	11	In Dev.	Senior
St. Joseph's Senior Apartments	5/29/2007	83	In Dev.	Senior
Lion Creek Crossings Phase IV	4/28/2008	10	In Dev.	Low Income Families
720 East 11 th Street	4/28/2008	16	In Dev.	Low Income Families / Persons with Disabilities
Fairmount Apartments	10/24/2008	16	In Dev.	Low Income Families / Persons with Disabilities
Willow Place Senior Homes	5/4/2009	50	In Dev.	Senior
Effie's House	5/4/2009	10	In Dev.	Low Income Families
Slim Jenkins Court	5/4/2009	11	In Dev.	Low Income Families
Marin Way	5/4/2009	19	In Dev.	Low Income Families
Drachma Housing	5/4/2009	14	In Dev.	Low Income Families
Park Village Apartments	2/23/2009	84	Pending	Senior
OHA Scattered Sites	7/27/2009	1,553	Pending	Low Income Families
Commitments In Development or Pending		1,877		
Total PBV Allocations		2,304		

B. Leasing Information, Planned – this information is estimated and may be subject to change during the Plan year

Anticipated total number of MTW PH units leased in the Plan year – OHA estimates that it will have 1,453 MTW Public Housing units leased up at the end of FY 2011. (See Table 5 for a breakdown of the estimated number of Public Housing units leased up at the end of FY 2011).

Table 3 Anticipated Total PH Units Leased (at end of FY 2011)	
Category	Units
Total PH Units at End of FY 2011	1,606
HOPE VI Units in Development	-21
Vacant Units Off-line for Rehabilitation	-51
Units Approved for Non Dwelling Use	-14
Routine Vacancies	-67
Total PH Units Leased as of 6/30/11	1,453

Anticipated total number of non-MTW PH units leased in the Plan year – OHA does not have any non-MTW Public Housing units.

Anticipated total number of MTW HCV leased in the Plan year – OHA estimates that it will have between 100 and 104 percent of the MTW HCV leased up at the end of FY 2011.

Anticipated total number of non-HCV leased in the Plan year – OHA estimates that it will have at least 97 percent of the non-MTW HCV leased up at the end of FY 2011.

Description of anticipated issues relating to any potential difficulties in leasing units (both PH and HCV) – OHA does not anticipate any potential issues that would impact the agency’s ability to lease units.

Number of PBV units in use at the start of the Plan year – 427 PBV units will be in use at the start of FY 2011.

C. Wait List Information

Public Housing Wait Lists – OHA will operate site based wait lists for the following sites:

Large Family and Mixed Population Sites

- Campbell Village
- Peralta Villa
- Lockwood Gardens

Designated Senior Developments

- Palo Vista Gardens
- 1619 Harrison
- Oak Grove North
- Oak Grove South
- Adel Court

Leased Housing Wait Lists – There are no anticipated changes in the organization of the wait lists for the HCV Program. OHA will continue to operate a single wait list for the MTW HCV Program while sites with allocations of PBV units will continue to operate site based wait lists.

Section III. Non-MTW Activities

Lion Creek Crossings (Coliseum Gardens) HOPE VI Redevelopment Project – The Revised Revitalization Plan (RRP) for the Lion Creek Crossings HOPE VI Revitalization Program includes the construction of 32 units for homeownership. The land for these units, consisting of approximately 1.5 acres, was to be sold at below fair market value. As a result of the down turn in the home ownership market and limited access to credit, the development of new for-sale units will be infeasible, even with subsidy. OHA, in collaboration with the development partners EBALDC and The Related Companies, will consider the possibility of developing additional affordable rental housing on the homeownership parcel. The number and type of rental units will be determined based on market evaluation and funding availability. Any change in the proposed development will most likely require a revision to the HOPE VI grant. Any change will be brought before the Resident Advisory Board and Board of Commissioners for consideration.

Section IV. Long-term MTW Plan

This section includes information on OHA's long-term goals as an MTW agency.

1. OHA's long-term MTW goals

The Oakland Housing Authority will utilize its participation in the MTW Demonstration program in the following three primary areas:

1. Preserving and Enhancing the Public Housing Portfolio

OHA has made a long term commitment to use MTW authority to preserve and enhance its portfolio of Public Housing units through a combination of enhanced operations and an aggressive effort to address deferred maintenance and improve physical conditions.

2. Preserving and Expanding Affordable Housing opportunities

OHA's participation in the MTW Program has allowed the Authority to preserve affordable housing resources and expand housing opportunities through real estate development, site acquisition, partnerships with non-profit developers and

active coordination with the City of Oakland. These brick and mortar strategies will be complemented by new innovative subsidy programs designed to meet local needs and initiatives.

3. Promoting Resident Empowerment and Self Sufficiency

The long term success for many of OHA's clients requires a level of support beyond simply housing. MTW allows OHA to enhance the quality and reach of client services provided both in-house and in partnership with community based service providers, many of which are experts in their respective fields.

Section V. Proposed MTW Activities (HUD Approval Requested)

This section includes summary information on proposed Moving to Work activities for which the Oakland Housing Authority is requesting HUD approval. Table 6, includes information on the relationship between the proposed activities and each of the statutory objectives as well as detailed information on measurements and impacts.

1. Amend Occupancy Standards in PBV Program

OHA will explore utilizing a separate subsidy standard for the Project Based Voucher Program. Subsidy Standard tables are used to determine the appropriate number of bedrooms needed for families of different sizes and compositions. Currently, the subsidy standard applicable for determining the HCV program voucher size are used for determining the appropriately sized unit for a family residing in a PBV program unit. When PBV assistance is attached to units developed or rehabilitated with other state or locally administered affordable housing funds, the occupancy standards applicable to those other programs may often differ from the standard used for the PBV program. The differences in applicable occupancy standards creates circumstances whereby a family of a particular size or composition will qualify for a specific unit under the general occupancy standards for the development but would not be eligible to occupy the same sized unit using PBV assistance. OHA will consider utilizing different PBV program subsidy standards at either certain PBV developments or for the PBV program in its entirety to ensure that families that are otherwise qualified for units developed with other affordable housing program funding sources, have access to the same units with Section 8 PBV assistance.

2. Combine and Standardize Eligibility, Subsidy Calculations and Reexaminations Policies and Procedures for Public Housing and Section 8 Programs

Using MTW flexibility, OHA will explore standardizing the initial and continued eligibility functions for families in the public housing and Section 8 programs. This change would allow consolidation of similar activities between programs and the centralization of administrative functions. Change will improve staff efficiencies and client understanding of program benefits, reduce costs and achieve greater cost effectiveness.

3. Provide Public Housing Residents with Transfer Voucher Privileges Similar to PBV Program

As part of OHA's commitment to standardize the benefits and policies between the Public Housing and Section 8 HCV programs, OHA will adopt a new policy that allows Public Housing residents the ability to request a transfer voucher similar to rules under the PBV Program. The change allows tenants to "vote with their feet" and the option to move when family, employment or other circumstances change. The new policy would also provide property management with an indication of potential issues related to a site consistent with best practices the private market. The ability to request a transfer voucher also provides important new resources for families in their efforts to become economically self sufficient while increasing housing choice. Implementing the policy is an important step towards OHA's goal of standardizing procedures between the Section 8 and Public Housing Program.

4. Moderate Rehabilitation Project Based Continuation Program

Using MTW flexibility, OHA will explore development of a Project Based Voucher sub-program that will allow Section 8 Moderate Rehabilitation (Mod Rehab) program owners the option to convert to Project Based Voucher assistance. The Authority's Moderate Rehabilitation Program currently provides rental assistance for 508 units at 13 different sites with several of the larger Moderate Rehabilitation sites (70+ units) being Single Room Occupancy (SRO)/Studio developments. The Authority provides assistance for 222 SRO's and 137 studio units through its Section 8 Moderate Rehabilitation program.

OHA Moderate Rehabilitation HAP contracts were originally long term commitments executed in the early and mid-1990s. The initial terms have long since expired and the contracts are renewed on a year to year basis. If an owner chooses to opt out of the Moderate Rehabilitation contract, the authority applies for tenant protection vouchers for the in-place families. When a family vacates with a tenant protection voucher, the owner is left without rental assistance for the next tenant moving in to the unit. The PBV Mod Rehab replacement program will offer owner developers of Mod Rehab sites, an alternative renewal option whereby a long term commitment can be reestablished. Long term commitments can be leveraged and combined with other local financial resources to address building improvements, deferred maintenance and enhanced amenities and services available to the residents of Mod Rehab assisted properties.

Mod Rehab families lack any ability to convert to a tenant based program. A PBV Mod Rehab replacement program will primarily be administered like a traditional "project based" program. The rental subsidy is attached to the unit however the ability for a family to convert to tenant-based assistance will be available on a limited basis.

Currently Mod Rehab program units are MTW exempt and governed by regulations found at 24 CFR Part 882. The conversion of Mod Rehab program units to MTW PBV assistance will also allow for expanded standardization of the initial and continued eligibility functions (see activity 2). This will help improve staff efficiencies and client understanding of program benefits, reduce costs and achieve greater cost effectiveness.

5. Single Room Occupancy/Studio Apartment Project Based Preservation Program

Using MTW flexibility, OHA will explore the development of a Project Based Voucher sub-program that will be used exclusively for Single Room Occupancy (SRO) units, and SRO units that are being converted to Studios through project redevelopment.

There are over 2,200 SRO units available in the City of Oakland. Many of these properties are experiencing significant deferred maintenance and cash flow problems, including Section 8 Mod Rehab assisted SRO developments as discussed in activity 4. SRO developments primarily serve populations with the greatest need for services. The Authority intends to utilize a PBV-SRO sub program to award long term commitments of project based Section 8 to service enriched SRO buildings. Long term commitments can be leveraged and combined with additional local funding resources and program expertise in the community. This program supports local initiatives to preserved SRO housing and will ensure that these service enriched units remain available. The PBV-SRO program will be combined with the PBV Mod-Rehab replacement program (activity #4). The two programs will be administered like a traditional “project based” program. The rental assistance is attached to the unit with options for families to be converted to a tenant-based program on a limited basis.

Table 6 – Proposed MTW Activities: HUD Approval Requested

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
1. Amend Occupancy Standards in PBV Program	Utilize MTW authority to amend the occupancy standards in the PBV program to make it consistent with occupancy standards of other funding programs.	Reduce costs and achieve greater cost effectiveness Increase housing choice	Create consistent occupancy standards for all units in a development regardless of source of subsidy. Eliminate need to maintain separate waiting lists based on source of financing. Expand housing options for households assisted with PBVs.	<u>Baseline</u> - Zero, currently all developments with PBV use the occupancy standards from the HCV program <u>Benchmark - Implementation</u> of the new policy.	Data collected through Leased Housing Department on the number of households who qualify for an available unit who would not have under the previous PBV rules	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7	N/A
2. Combine and Standardize Eligibility, Subsidy Calculations and Re-examinations Policies and Procedures for Public Housing and Section 8 Clients.	This change would allow consolidation of similar activities between programs and the centralization of administrative functions to staff in the Leased Housing Department.	Reduce costs and achieve greater cost effectiveness	Change will improve staff efficiencies and client understanding of program benefits.	<u>Baseline</u> – Administration of similar functions by separate staff prior to adoption of policy. <u>Benchmark</u> – Standardize programs and assignments of functions to staff in the Leased Housing Department	Status on consolidation policies, staffing responsibilities for applicable activities.	<u>Local Preferences and Admission and Continued Occupancy Policies and Procedures</u> Attachment C - Section C.2 <u>Simplification of Property Management Practices</u> Attachment C – Section C.9.b	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
3. Provide Public Housing Residents with Transfer Voucher Privileges Similar to PBV Program	<p>Change would allow Public Housing residents the ability to request a transfer voucher similar to rules under the PBV Program. This would allow tenants the option of moving when family, employment or other circumstances change. The change allows tenants to “vote with their feet” which would inform management of potential issues related to a site consistent with best practices in asset management. Implementing the policy is an important step towards standardizing procedures between the Section 8 and Public Housing Program.</p>	<p>Provide incentives for families with children to become economically self sufficient</p> <p>Increase housing choice</p>	<p>Improve ability to achieve self sufficiency. Increased housing choice. Improved discipline in property management practices. Resource limitations will limit the number and pace that requests for transfer vouchers can be honored.</p>	<p><u>Baseline</u> – Zero. Number of households that transferred to HCV program prior to implementation of new policy.</p> <p><u>Benchmark</u> – 20% of current public housing residents will request transfer vouchers</p>	<p>Survey of stated reason for requesting transfer voucher.</p> <p>Information from Leased Housing Department on number of households requesting transfer vouchers</p>	<p><u>Single Fund Budget</u> Attachment C – Section B.1</p> <p><u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
<p>4. Moderate Rehabilitation Project Based Continuation Program</p>	<p>Using MTW authority, OHA will develop a Project Based Voucher sub-program that will award long term Section 8 project based assistance to existing Mod Rehab program developments electing to opt out of the Mod Rehab program. These long term commitments will replace the year to year Mod Rehab funding and can be leveraged with other financial resources to preserve and improve currently assisted sites contracted under the Mod Rehab program.</p> <p>The change will also allow for the consolidation of similar activities between the programs and the centralization of administrative functions within the Leased Housing Department.</p>	<p>Reduce costs and achieve greater cost effectiveness</p> <p>Increase housing choice</p>	<p>Preserve and improve inventory of Mod Rehab units.</p> <p>Leverage financial resources for unit/building improvements</p> <p>Reduction of administrative time, improve staff efficiencies and client understanding of program benefits.</p>	<p><u>Baseline</u> – Zero, currently no Mod Rehab units have been awarded PBV assistance.</p> <p><u>Benchmark</u> – Convert 490 Mod Rehab program units to PBV assisted units. Reduction in staff time and administrative costs. Preserved affordable housing stock available to very low and extremely low income families.</p>	<p>Data on the number units/projects currently assisted under Mod Rehab HAP contracts and converted to the PBV.</p> <p>Number of formerly Mod Rehab assisted families converted to tenant based assistance and allowed to move.</p> <p>Status on consolidation policies, staffing responsibilities for applicable activities.</p>	<p><u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7</p>	

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
<p>5. Single Room Occupancy/ Studio Apartment Project Based Preservation Program</p>	<p>Using MTW authority, OHA will develop a Project Based Voucher sub program that will award long term Section 8 assistance to SRO/ and studio developments offering service enriched housing units. The awards can be leveraged with other financial resources to preserved and improve distressed SRO/Studio developments.</p> <p>The program will commit approx. 150 – 200 units of assistance to eligible properties that must compete for available funding.</p>	<p>Increase housing choice</p>	<p>Preserve and improve inventory of SRO/Studio service enriched housing available to families with special needs.</p>	<p><u>Baseline</u> - Zero, currently no SRO developments have been awarded PBV assistance.</p> <p><u>Benchmark</u> – provide assistance to 200 service enriched SRO/Studio units</p>	<p>Data on the number units/projects awarded PBV – SRO- PBV assistance.</p> <p>Characteristics of households served and per household costs of providing subsidy with new program.</p> <p>Information on funds leveraged by PBV subsidy for unit/building improvements</p>	<p><u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7</p>	<p>N/A</p>

Section VI. - Ongoing MTW Activities (HUD Approval Previously Granted)

The MTW activities listed below have already received HUD approval. Table 7, provides information on the relationship between the ongoing activities and each of the statutory objectives as well as detailed information on measurements and impacts.

1. Fund Public Housing Operations

Use Single Fund Flexibility to address under funding of Public Housing Program

- Plan Year Policy First Adopted: FY 2005
- Update on Status of Activity: Ongoing. In FY 2010 and FY 2011 the Agency will utilize a funding model for the Public Housing program that is similar to PBV
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

2. Fund Deferred Maintenance and Capital Improvements at Public Housing Sites

Use single fund flexibility to address property conditions related to long term under funding for routine maintenance and capital improvements.

- Plan Year Policy First Adopted: FY 2006
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

3. Triennial Income Re-Examinations for Elderly and Disabled Households on Fixed Incomes (Note: this authorization was previously titled "Tri-annual")

Utilize a triennial examination with annual rent adjustments based on published COLA's for elderly and disabled households receiving Social Security and SSI.

- Plan Year Policy First Adopted: FY 2007
- Update on Status of Activity: Implementation of new policy delayed due to conversion to new client tracking software program. Scheduled implementation is tied to adoption of triennial re-examinations for all households in the Public Housing and Section 8 Program.
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

4. Site Based Wait Lists

Establishment of site based wait lists at HOPE VI, Public Housing sites managed by a third party and developments with PBV allocations.

- Plan Year Policy First Adopted: FY 2006
- Update on Status of Activity: Currently site based wait lists are in place at three Public Housing senior sites, all of the five HOPE VI sites and developments with PBV units. OHA expects to expand the use of site based wait lists in the Public

Housing Program. The existing centralized wait list for the Public Housing Program will be purged in the second quarter of FY 2010 and OHA will then begin to transition to site based wait lists organized by AMP.

- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

5. Income Mixing at Newly Renovated Public Housing Sites

Goal of income mixing policy is similar to HUD's deconcentration policy that exempts developments with less than 100 units.

- Plan Year Policy First Adopted: FY 2008
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

6. Allocate PBV Units without Using Competitive Process

Use MTW authority to allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process.

- Plan Year Policy First Adopted: FY 2006
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

7. Allocate PBV Units Utilizing a Reasonable Competitive Process or an Existing Competitive Process

Use City of Oakland NOFA/RFP or other competitive process to allocate PBV units to qualifying developments.

- Plan Year Policy First Adopted: FY 2006
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

8. Exceed 25 percent Per Project Cap for PBV Unit Allocation to Tassafaronga Development

Exceed cap to provide one-for-one replacement of 87 Public Housing units and 12 units for disabled persons.

- Plan Year Policy First Adopted: FY 2008
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

9. Utilize Alternative HQS Inspection System

OHA will implement a risk based strategy to allocate HQS inspection resources.

- Plan Year Policy First Adopted: FY 2009
- Update on Status of Activity: The alternate system is currently in development
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

10. Fund Affordable Housing Development Activities

Utilize Single-Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.

- Plan Year Policy First Adopted: FY 2008
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

11. Short Term Subsidy Program

Utilize MTW flexibility to 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 for the ownership entities and funders to restructure debt, increase revenue and/or change the ownership structure necessary to preserve the affordable housing resource.

- Plan Year Policy First Adopted: FY 2009
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

12. Good Neighbor Program

Provide all new clients in the Public Housing and Section 8 program with an orientation and training program to establish expectations and provides skills to be a good neighbor.

- Plan Year Policy First Adopted: FY 2009
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

13. Expansion of Service Enhanced Public Housing Opportunities

Increase allocation of resources to the Mom's Program to improve outcomes. Expand the day-to-day coordination of the program. Explore opportunities to expand and replicate the program at other sites.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

14. Extend Zero HAP Assistance Period From Six To 24 Months

Extend the period that a household may remain on the Section 8 HCV program while receiving zero assistance. By lengthening the period from six to 24 months, OHA expects to provide an additional level of security and confidence for participants working to increase wage income and possibly eliminate the incentive to leave employment or reduce hours to remain eligible for continued participation.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

15. Adopt Policy that Allows for allocating PBVs to 100 Percent of the Units in a Development

Award PBV units to leverage additional housing development funds, expand opportunities to provide service enriched housing, support tax credit senior developments that use 55 years of age as the definition of senior, and ensure a project's feasibility in Oakland's high cost market.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

16. Execute PBV HAP Contracts for Non-Contiguous Scattered Site Buildings

Utilize PBV HAP contracts for non-contiguous groupings of scattered site buildings and execute HAP contracts by AMP or other logical grouping of non-contiguous buildings.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

17. Adopt Alternative System for Determining Initial Contract Rent for PBV Units Allocated to the Scattered Sites

Establish PBV program initial contract rents for former public housing scattered sites by using a comparability analysis or market study based on similar type units in non-contiguous groupings other logical grouping of non-contiguous buildings.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

18. Waive 12 Month Minimum Stay Requirement In PBV Rules For In-Place Families at Scattered Sites

Allow existing tenants in scattered site units that are converted to PBV assistance, the option to relocate using a tenant transfer voucher. In place public housing families will not be required to stay in their unit for 12 months after conversion to PBV assistance.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

19. Allow Landlord or Management Agent to Accept Lower HAP By Modifying PBV Rules For In-Place Families at Former Scattered Sites Public Housing Developments

The owner of a former public housing scattered site unit that has been converted to PBV assistance has the option to accept a lower HAP based on the family unit size rather than the number of bedrooms in the unit to avoid having to displace and require that the family to move from the unit they currently occupy.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

20. Convert Incremental Section 8 Units into MTW Section 8 Block Grant

Immediately convert new vouchers received into the MTW Block Grant program to maintain maximum flexibility and reduce costs associated with running two sizable programs with different program requirements.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Consistent with the MTW Agreement OHA will convert incremental Section 8 units at contract renewals to the MTW Block Grant.
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

21. Local Housing Assistance Program

Provide housing assistance outside of the traditional Section 8 and Section 9 (Public Housing) programs. Develop an MTW Local Housing Assistance Program (LHAP) for hard-to-house clients. Leverage additional funding resources and program expertise in the community to directly assist low income households who otherwise might not qualify or be successful in either Public Housing or the Section 8 Program.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

22. Relocation Assistance and Counseling Services Related to Disposition of Scattered Site Units

Provide counseling and relocation assistance to impacted Public Housing residents in the scattered sites approved for disposition per the approved disposition plan and adopted relocation plan.

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

23. Department of Family and Community Partnerships (formerly Department of Resident Initiatives)

Enhance the coordination and delivery of services to clients across all programs through the creation of a new Department of Family and Community Partnerships (formerly Department of Resident Initiatives). Leverage existing expertise and resources in the community through partnerships with social service agencies, education and training programs and non-profit agencies

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

24. Redesign Family Self Sufficiency (FSS) program

Enhance the FSS program so that it builds on best practices, and where applicable, works in tandem with other community based programs and initiatives. Expand services to HCV participants, increased enrollment and improve outcomes by better matching program design with participant needs. Provide new incentive for families with children to become economically self sufficient

- Plan Year Policy First Adopted: FY 2010
- Update on Status of Activity: Ongoing
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

Table 7 - Ongoing MTW Activities: HUD Approval Previously Granted

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
<p>1. Fund Public Housing Operations</p>	<p>Use Single Fund Flexibility to address under funding of Public Housing Program using an allocation model similar the PBV program</p>	<p>Provide incentives for families with children to become economically self sufficient</p> <p>Increase housing choice</p>	<p>Staffing and operations of program consistent with best practices. Successful transition to local asset management program.</p>	<p><u>Baseline</u> – Ongoing under funding of Public Housing Program. <u>Benchmark</u> – New staffing patterns that reflect conversion to Asset Management Program and best practices.</p>	<p>Staffing patterns and conversion to asset management.</p>	<p><u>Single Fund Budget</u> Attachment C – Section B.1</p>	<p>N/A</p>
<p>2. Fund Deferred Maintenance and Capital Improvements at Public Housing Sites</p>	<p>Use single fund flexibility to address property conditions related to long term under funding of operations and Capital Fund Program.</p>	<p>Provide incentives for families with children to become economically self sufficient</p> <p>Increase housing choice</p>	<p>Preservation of housing units. Improved housing conditions for residents and improved capacity to market vacant units.</p>	<p><u>Baseline</u> – Ongoing under funding of Public Housing Program. Activities funded above annual CFP allocation and outside CFP limitations <u>Benchmarks</u> – See list activities identified in capital budget</p>	<p>End of year data from Office of Property Operations and Capital Improvement Division</p>	<p><u>Single Fund Budget</u> Attachment C – Section B.1</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
3. Triennial Income Re-Examinations for Elderly and Disabled Households on Fixed Incomes	Utilize a triennial income reexamination with annual rent adjustments based on published COLA's for Social Security and SSI.	Reduce costs and achieve greater cost effectiveness	Reduction in administrative time associated with conducting reexaminations for these households on fixed income.	<u>Baseline</u> – Number of reexaminations performed prior to implementation of new policy. <u>Benchmark</u> – 30 percent reduction in number of re-examinations.	Data on number of re-examinations performed	<u>Income Review and Reexamination Program</u> Attachment C – Section C.4 Section D.1.c	N/A
4. Site Based Wait Lists	Establishment of site based wait lists at HOPE VI, Public Housing sites managed by a third party and developments with PBV allocations	Reduce costs and achieve greater cost effectiveness Increase housing choice	The selection and pre-screening of prospective tenants at each site improves efficiency and reduces the duplication of administrative functions. Site based wait lists limit OHA screening to households selected and interested in the specific unit. OHA staff no longer has to refer multiple families to fill single vacancies. Site based wait lists reduce referrals from OHA of prospective tenants who are not interested in a specific development. Allows residents to demonstrate preference based on geography and neighborhood amenities.	<u>Baseline</u> – Site based wait lists in use at three senior Public Housing sites, all HOPE VI sites and developments with PBV units. <u>Benchmark</u> – Establishment of site based wait lists. Fewer households processed and less administrative time allocated to filling vacant units.	Status of site based wait lists. Number of households screened by OHA before unit is occupied at development utilizing a site based wait list.	<u>Site Based or Geographic Area With List System</u> Attachment C – Section C.1	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
5. Income Mixing at Newly Renovated Public Housing Sites	Goal of income mixing policy is similar to HUD's deconcentration policy but, which exempts developments with less than 100 units	Provide incentives for families with children to become economically self sufficient	Reduction in the concentration of households with extremely low incomes	<u>Baseline</u> – Income mix at development prior to renovation <u>Benchmarks</u> – Range of incomes when re-tenanted.	Income data for households at site	<u>Deconcentration Policy</u> Attachment C – Section C.3	N/A
6. Allocate PBV Units to Developments Owned Directly or Indirectly by OHA Without Use of a Competitive Process	Use MTW authority to allocate PBV without competitive process	Reduce costs and achieve greater cost effectiveness Increase housing choice	Reduction in administrative and development costs associated with issuing RFP when OHA has qualifying development. Policy will also lead to the creation of new or replacement housing opportunities.	<u>Baseline</u> – Process without MTW Authorization <u>Benchmarks</u> - Reduction in staff time and project timelines. Creation of new and preserved housing opportunities.	Number of PBV allocated to New housing opportunities developed or preserved utilizing PBV units allocated to OHA developments	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7.a	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
7. Allocate PBV Units Utilizing an Existing Competitive Process	Use City of Oakland NOFA/RFP or other competitive process to allocate PBV units to qualifying developments	Reduce costs and achieve greater cost effectiveness Increase housing choice	Reduction in administrative and development costs associated with issuing RFP Create new or replacement housing opportunities	<u>Baseline</u> – Process without MTW Authorization <u>Benchmarks</u> - Reduction in staff time and administrative costs. Creation of new and preserved housing opportunities.	Number of PBV units allocated and new housing opportunities developed or preserved utilizing PBV units allocated using existing competitive process	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7.b	N/A
8. Exceed 25% Per Project Cap for PBV Unit Allocation to OHA's Tassafaronga Development	Exceed cap to provide one-for-one replacement of 87 Public Housing units and 19 special needs housing units	Increase housing choice	PBV allocation to Tassafaronga will leverage additional funding resources to replace a 87 unit public housing development with 157 affordable rental units (including the one-for-one replacement of 87 public housing units with 87 PBV units), 20 units of special needs housing, 50 additional tax credit units. The development will also include 22 affordable homeownership units in partnership with Habitat for Humanity.	<u>Baseline</u> – Number of units and income mix at development prior to redevelopment. <u>Benchmarks</u> – Number of units and income mix at development at completion of redevelopment.	Number and type of units and income mix at completion of development.	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7 <u>Site and Neighborhood Standards</u> Attachment D – Section B.4	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
9. Utilize Alternative HQS Inspection System	OHA will implement a risk based strategy to allocate HQS inspection resources	Reduce costs and achieve greater cost effectiveness	Improved compliance of HQS at problem properties and allocate fewer resources to sites with history of compliance.	<u>Baseline</u> – Allocation of inspection resources prior to new system <u>Benchmarks</u> – Inspection resources allocated by evidence of risk, improved compliance at sites with history of problems	Inspection data	<u>Ability to Certify HQS</u> Attachment C – Section D.5 <u>Inspection Protocols and Procedures</u> Attachment D – Section D	N/A
10. Fund Affordable Housing Development Activities	Utilize single fund flexibility to leverage funds and create new and replacement housing in Oakland.	Increase housing choice	OHA will significantly contribute to the creation of new and replacement affordable housing	<u>Baseline</u> – Supply of affordable housing prior to implementation of policy. <u>Benchmarks</u> – Units brought on line and funds leveraged as a result of policy.	Data on development activity	<u>Single Fund Budget</u> Attachment C – Section B.1 <u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
11. Short Term Subsidy Program	Utilize MTW flexibility to provide temporary housing assistance to preserve existing affordable housing resources.	Reduce costs and achieve greater cost effectiveness Increase housing choice	Preserving existing housing resources with a short term subsidy is more cost effective in many circumstances than relocating in-place families and providing a HAP. Keeping units in service and providing options for tenant to stay in place increases housing choice.	<u>Baseline</u> – Resources available to community without this program. <u>Benchmark</u> – Number of units kept in service and families provided with an option to stay in place. Costs savings of program compared to cost of issuing new HCV.	Number of households kept in place and amount of short term subsidy provided	<u>Single Fund Budget</u> Attachment C – Section B.1 <u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
<p>12. Good Neighbor Program</p>	<p>Provide all new clients in the Public Housing and Section 8 program with an orientation and training program that establish expectations and provides skills to be a good neighbor.</p>	<p>Reduce costs and achieve greater cost effectiveness</p> <p>Provide incentives for families with children to become economically self sufficient</p> <p>Increase housing choice</p>	<p>Development of an Agency-wide and shared definition of the expectations for good neighbor behavior. Improved skills for residents and participants that translate into skills that improve the success of self sufficiency programs and the ability to access broader selection of housing choices. Greater participation of clients in community activities.</p>	<p><u>Baseline</u> – Status quo before implementation of program</p> <p><u>Benchmarks</u> – Number of people trained through program, use of program to preserve program assistance, number of Public Housing or Section 8 clients participating in community-wide activities.</p>	<p>Data on participants in program and information on any relative success in self sufficiency activities. Expansion of community participation related to participation in the program.</p>	<p><u>Single Fund Budget</u> Attachment C – Section B.1</p> <p><u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
<p>13. Expand Specialized Housing Programs</p>	<p>OHA currently operates the MOMS Program that provides 11 units of service enriched housing for mothers leaving the county jail system and reuniting with children. The program is run in collaboration with the Alameda County sheriffs department. Graduates of the program are provided with the option to transfer into OHA's other Public Housing units. OHA will expand resources to this program and explore expanding and replicating the program to additional sites and populations.</p>	<p>Provide incentives for families with children to become economically self sufficient</p> <p>Increase housing choice</p>	<p>OHA will increase its allocation of staff resources to the project to improve outcomes and address staffing reductions at the partner agency. OHA will focus on pre-release training and support, the delivery of on-site services and the day to day coordination of the program with the sheriffs department. The changes will improve outcomes for participants and reduce vacancies.</p>	<p><u>Baseline</u> – number of qualified applicants, 50 percent vacancy rate, limited access to services</p> <p><u>Benchmarks</u> – 50 percent increase in the number of qualified applicants, 10 percent vacancy rate, expanded access to services.</p>	<p>Tracking number of applicants, vacancy rate and type and hours of services available</p>	<p><u>Single Fund Budget</u> Attachment C – Section B.1</p> <p><u>Transitional/Conditional Housing Program</u> Attachment C – Section B.4</p> <p><u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
<p>14. Extend From Six To 24 Months the Period Of Time That HCV Participant May Receive Zero Assistance Before Being Terminated From Program.</p>	<p>Current policy allows HCV participants six months of zero HAP before they are terminated from the program. The new policy would allow HCV participants 24 months of zero HAP before losing assistance. Clients receiving zero HAP will be referred to Client Services Program.</p>	<p>Provide incentives for families with children to become economically self sufficient</p>	<p>Change would remove the choice between efforts to become more self sufficient and housing assistance. Remove incentive to lose employment or reduce sources of income to maintain housing assistance. Encourage employment and provide additional security and confidence for participants trying to increase their wage income.</p>	<p><u>Baseline</u> – Number of participants who receive notice of zero HAP and subsequently report loss of income <u>Benchmark</u> – Full evaluation will require a 24 month period. Reduction in number of households losing employment or reporting loss of income at 6 months of zero HAP. Increase in incomes of households after 12 months of zero HAP.</p>	<p>Track number and status of households receiving zero HAP</p>	<p><u>Operational Policies and Procedures</u> Attachment C – Section D.1.b Section D.3.a</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
15. Adopt Policy that Allows OHA to Allocate PBVs to 100 Percent of the Units in a Development	Eliminating the cap will allow OHA to leverage housing development funds while expanding opportunities to preserve affordable units, support service enriched housing, support tax credit senior developments that use a different definition of senior, and ensure project feasibility in Oakland's high cost market.	Increase housing choice	Expanded opportunities to develop new and replacement housing.	<u>Baseline</u> – Opportunities prior to implementation of specific MTW authorization. <u>Benchmarks</u> – New units and developments made available by removing cap.	Data on the number of units and development opportunities created in developments with allocations above the 25% cap.	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7 <u>Site and Neighborhood Standards</u> Attachment D – Section B.4	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
16. Execute HAP Contracts by Non-Contiguous Scattered Site Buildings	<p>OHA's scattered site portfolio consists of 254 developments with 336 buildings containing 1,615 units. Currently these units divided into 6 Asset Management Properties. This policy would eliminate requirement that HAP contracts are limited to developments comprised of contiguous buildings. OHA will use its MTW authority to enter into 6 HAP contracts by AMP instead of 254 contracts by development.</p>	<p>Reduce costs and achieve greater cost effectiveness</p>	<p>Reduction in the staff time and administrative costs associated with preparing, executing and managing the HAP contracts for the former scattered site portfolio.</p>	<p><u>Baseline</u> – Requirement to execute 254 separate HAP contracts prior to adoption of new policy. Administrative time required to execute HAP contract.</p> <p><u>Benchmarks</u> – Ability to execute contracts by non-contiguous developments 6 AMPs using MTW authority. Approximate 75 percent reduction in time required to execute HAP contract by unit.</p>	<p>Number of HAP contracts executed vs. number required without MTW authority. Time required to execute HAP contracts for scattered sites</p>	<p><u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7</p> <p><u>Operational Policies and Procedures</u> Attachment C – Section D.1.a</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
17. Adopt Alternative System to Determine Initial Contract Rent for PBV Units Allocated to Scattered Site Developments	Utilizing MTW authority, initial contract rent will be determined using comparability analysis or market study certified by an independent agency approved to determine rent reasonableness for OHA-owned units. This would replace the requirement to use a state certified appraiser. Available data base is well suited for establishing initial contract rents in this existing portfolio of small building and does not warrant the costs associated with using a state certified inspector.	Reduce costs and achieve greater cost effectiveness	Significant reduction in cost associated with establishing reasonable rents.	<u>Baseline</u> – Per unit cost to utilize a state certified inspector to perform comparability analysis or market study <u>Benchmarks</u> – A 75 per unit savings to perform comparability analysis or market study certified by an independent agency.	Data on number of units certified, per unit costs for state certified inspectors, cost of services performed by authorized entities, and staff time allocated to establishing initial rent levels and	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7 <u>Rent Policies and Term Limits</u> Attachment C – Section D.2	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
18. Waive 12 Month Minimum Stay Requirement In PBV Rules For In-Place Families At Scattered Sites	Using MTW authority, OHA will offer existing tenants in scattered site units that receive PBV assistance the option to relocate using a tenant transfer voucher. Existing tenants will not be required to stay in their unit for 12 months after conversion to PBV assistance to receive the tenant transfer voucher.	Provide incentives for families with children to become economically self sufficient Increase housing choice	Policy change would provide incentives for families to become self sufficient. It would also increase housing choice for families that have had relatively limited choices under the Public Housing program.	<u>Baseline</u> – Number of households eligible for transfer voucher without adoption of policy <u>Benchmarks</u> – It is estimated that approximately 500 in-place families will request a transfer voucher	Data on the number of households that utilize a transfer voucher	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
19. Allow Landlord or Management Agent To Accept Lower HAP By Modifying PBV Rules For In-Place Families At Scattered Site Developments	After disposition and conversion to PBV assistance some in-place families may either chose to stay or be unsuccessful using a transfer voucher. And, some of these families might be over housed. Using MTW authority, owners could accept lower HAP based on the appropriate number of bedrooms for the family.	Increase housing choice	This policy will ensure that households that remain and are over housed have access to assistance.	<p><u>Baseline</u> – Number of households who would be eligible to remain in their unit with PBV assistance without adoption of policy.</p> <p><u>Benchmarks</u> – It is estimated that approximately 100 over housed families would remain in place after disposition</p>	Data on the family, unit size and actual HAP for in-place families remaining after disposition.	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
<p>20. Convert Incremental Section 8 Units into MTW Block Grant</p>	<p>OHA will convert new vouchers added to OHA's inventory to the MTW program to maintain max flexibility and reduce costs associated with running two sizable programs with different program requirements</p>	<p>Reduce costs and achieve greater cost effectiveness</p> <p>Increase housing choice</p>	<p>Streamlines administration of Section 8 program with vouchers under one set of rules. Allows OHA to take advantage or MTW authorizations immediately for scattered site units. Expands housing options for low income households.</p>	<p><u>Baseline</u> – Flexibility to utilize HCV allocated to OHA as part of the disposition prior to utilization of MTW authority.</p> <p><u>Benchmarks</u> – Number of HCV units allocated to OHA as a result of disposition that are converted to the Section 8 Block Grant</p>	<p>Data on the number of HCV issued, number converted to the Section 8 Block Grant, staffing assignments for administering the new vouchers</p>	<p><u>Section 8 Tenant Based Assistance Units Eligible for Inclusion in Flexible Block Grant</u> Attachment A – Section 3.B.2</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
21. Local Housing Assistance Program	Use MTW flexibility to provide housing assistance outside of Section 8 and Section 9 (Public Housing Program), to leverage additional funding and directly assist low income households who otherwise might not qualify or be successful in either of the two standard programs. Program could be used directly in OHA-owned housing or provided directly to a service provider.	Provide incentives for families with children to become economically self sufficient Increase housing choice	Leverage new funding resources and program expertise in the community where ongoing operating subsidy is needed for programs to successfully assist hard-to-house clients. Provide transitional support for households before they receive Section 8 or Public Housing assistance.	<u>Baseline</u> – Number of households assisted prior to adopting MTW Local Housing Assistance Vouchers. Average HAP subsidy. <u>Benchmarks</u> – 200 households assisted with MTW Local Housing Assistance Program. Average assistance for families served	Data on the number and characteristics of households served and per household costs of providing subsidy with new program.	<u>Single Fund Budget</u> Attachment C – Section B.1 <u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
22. Relocation Assistance and Counseling Services Related to Disposition of Scattered Site Units	Using Single Fund Flexibility, OHA will provide counseling and relocation assistance to impacted Public Housing residents in the scattered sites approved for disposition. Activities will help residents identify new housing options and support self sufficiency activities.	Provide incentives for families with children to become economically self sufficient Increase housing choice	Improved outcomes for households that want to use a transfer voucher. Improved knowledge of various housing options and choices	<u>Baseline</u> – Resources available without utilizing MTW authority. <u>Benchmarks</u> – 45 group briefings, 1,000 one-on-one counseling sessions and 518 requests for transfer vouchers.	Data collected on resident counseling services provided by OHA staff and consultants	<u>Single Fund Budget Attachment C – Section B.1</u> <u>Legacy and Community Specific Authorizations Attachment D – Use of Funds</u>	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
23. Department of Family and Community Partnerships (formerly Department of Resident Initiatives)	Using Single Fund Flexibility, OHA will enhance resident initiatives across all programs. The establishment of a new director level position will coordinate delivery of services and benefits. Program will also coordinate management of partnerships with community agencies and service providers.	Provide incentives for families with children to become economically self sufficient	Improved outcomes for clients. Expanded reach and quality of programs. Improved level of coordination between OHA and outside agencies.	<u>Baseline</u> – Client services delivered prior to adoption of new program. <u>Benchmarks</u> – Establish new director level position. Centralized delivery of services to all households receiving assistance from OHA. Provide services to 500 households.	Data collected on type and frequency of services delivered. Data collection on outcomes of client services.	<u>Single Fund Budget Attachment C – Section B.1</u> <u>Legacy and Community Specific Authorizations Attachment D – Use of Funds, and Section B.1.ix</u>	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
24. Redesign FSS program	Build on flexibility of MTW authority to design an FSS program that builds on best practices, and where applicable, works in tandem with other community based programs and initiatives. Changes would be coordinated through the Department of Resident Initiatives.	Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self sufficient Increase housing choice	Greater participation in FSS program. Improved outcomes by better matching program design with participant needs.	<u>Baseline</u> – 222 families enrolled, 43 new contracts signed, three workshops held with 28 participants <u>Benchmarks</u> – 300 enrolled, 80 new contracts, and 8 workshops	Data collected through the Client Services Program on FSS activities	<u>Authorizations Related to Family Self Sufficiency</u> Attachment C – Section E.	<u>N/A</u>

Section VII. - Sources and Uses of Funding

A. List of Planned Sources and Uses of MTW Funds

Table 8 MOVING TO WORK						
Sources	Public Housing	Capital Fund Program (CFP)	HCV	Real Estate Dev	Local Housing Programs	MTW Consolidated
Rental Income	\$4,199,099	\$0	\$0	\$0	\$160,000	\$4,359,099
Subsidy Earned	\$16,121,970	\$0	\$181,925,100	\$0	\$0	\$198,047,070
HUD Grants (CFP)	\$0	\$8,468,472	\$0	\$0	\$0	\$8,468,472
Investment Income	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Other Revenue	\$4,520	\$0	\$59,832	\$0	\$0	\$64,352
Total Sources	\$20,325,589	\$8,468,472	\$182,184,932	\$0	\$160,000	\$211,138,993
Uses						
Administrative	\$728,000	\$108,472	\$11,091,576	\$0	\$100,000	\$11,928,048
Tenant Services	\$370,614	\$0	\$0	\$0	\$0	\$370,614
Utilities	\$1,164,374	\$0	\$0	\$0	\$0	\$1,164,374
Maintenance	\$1,764,298	\$0	\$5,000	\$0	\$0	\$1,769,298
Protective Services	\$2,380,000	\$0	\$550,000	\$0	\$0	\$2,930,000
General	\$460,156	\$0	\$0	\$0	\$0	\$460,156
Housing Assistance Payments	\$0	\$0	\$146,323,201	\$0	\$2,760,000	\$149,083,201
Capital Expenditures	\$200,000	\$8,360,000	\$200,000	\$29,750,000	\$0	\$38,510,000
Indirect Cost Allocations	\$2,556,148	\$0	\$1,711,404	\$0	\$60,000	\$4,327,552
Central Maintenance Services	\$2,860,000	\$0	\$0	\$0	\$0	\$2,860,000
Total Uses	\$12,483,590	\$8,468,472	\$159,881,181	\$29,750,000	\$2,920,000	\$213,000,043
Surplus (Deficit)	\$7,841,999	\$0	\$22,303,751	(\$29,750,000)	(\$2,760,000)	(\$1,861,050)

Notes on MTW Budget

Public Housing: Since FY 2010, all of OHA's Public Housing developments are funded based on an evaluation of market comparable rents similar to the PBV program.

HOPE VI Public Housing: OHA will increase the subsidy amount for ACC units at each of the HOPE VI sites so that these units are able to receive the same level of supplemental police services as are now provided to the other Public Housing sites.

HCV Program: OHA anticipates over-leasing in the MTW HCV program by up to 500 units for a utilization rate of 104 percent.

Local Housing Program: OHA anticipates providing subsidy assistance to up to 200 individuals or families through a Sponsor Based Housing Assistance Program. The SBHAP would leverage funding for services to assist individuals and families typically not served by either the Public Housing or Section 8 programs. In addition, the Agency anticipates assisting up to 100 families in the former scattered site Public Housing units who either do not qualify for the HCV program or chose not to participate in the program.

B. List Planned Sources and Uses of Non-MTW (Special Purpose) Funds

Table 9 Non-MTW (Special Purpose) Funds							
Sources	Non-MTW Vouchers	ROSS	Other(State/ Local)	Real Estate Dev	CAHI	ARRA	Non-MTW Consolidated
Rental Income	\$0	\$0	\$7,500	\$0	\$0	\$0	\$7,500
Subsidy Earned	\$6,667,578	\$101,108	\$0	\$0	\$354,616,738	\$0	\$361,385,424
HUD Grants (CFP)	\$0	\$0	\$0	\$0	\$0	\$662,613	\$662,613
Investment Income	\$4,100	\$0	\$100,000	\$0	\$21,188	\$0	\$125,288
Other Revenue	\$3,098,009	\$0	\$0	\$1,472,334	\$0	\$0	\$4,570,343
Total Sources	\$9,769,687	\$101,108	\$107,500	\$1,472,334	\$354,637,926	\$662,613	\$366,751,168
Uses							
Administrative	\$482,300	\$0	\$118,210	\$1,200,000	\$174,130	\$262,613	\$2,237,253
Tenant Services	\$200,000	\$101,108	\$0	\$0	\$0	\$0	\$301,108
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Protective Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General	\$0	\$0	\$25,000	\$0	\$9,209,140	\$0	\$9,234,140
Housing Assistance Payments	\$8,074,660	\$0	\$0	\$0	\$344,161,722	\$0	\$352,236,382
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Indirect Cost Allocations	\$502,798	\$0	\$8,590	\$0	\$76,948	\$0	\$588,336
Central Maintenance Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Uses	\$9,259,758	\$101,108	\$151,800	\$1,200,000	\$353,621,940	\$662,613	\$364,997,219
Surplus(Deficit)	\$509,929	\$0	(\$44,300)	\$272,334	\$1,015,986	\$0	\$1,753,949

C. Planned Sources and Uses of COCC

The Oakland Housing Authority has elected to utilize an OMB A-87 compliant multi-basis cost allocation plan for allocating the Central Office Cost Center (COCC) expenses as well as the Authority's centralized departments. The allocation method is as follows:

- Central Office Administration Building –
 - The central office administration building is allocated to the departments based on square footage occupied
- Central Office Departments –
 - The Executive, Program Administration, Property Operations, Accounting, and IT departments are allocated based on direct salaries
 - The Human Resources and CCGS / Procurement departments are based on non-salary costs
- Central Property Management Department –
 - The Property Management Department which is not assigned to a specific property as well as their respective central office allocations are allocated to the properties which are managed by the Authority based on the number of units in each property
- Asset Management Department –
 - The Asset Management Department and their respective central office allocations are allocated to the properties which are privately managed based on the number of units in each property
- Central Maintenance –
 - Central Maintenance costs and their respective central office allocations are allocated to the properties in which services were provided based on timesheets
- Leased Housing Administrative Department (Section 8 Housing Choice Vouchers and Other Section 8 Programs) –
 - The Leased Housing Administrative departmental operating expenses and their respective central office allocations are allocated to the Section 8 programs based on the number of vouchers awarded

The Allocated Overhead is reported on a separate line item in the appropriate department, program and property financial reports. The allocations result in a net zero in the Excess of Revenue Over Expenses in the COCC and centralized departments.

D. Cost Allocation or Fee For Service Approach that Differs from 1937 Act

OHA is using a cost allocation methodology that is consistent with the 1937 Act

E. Use of Single Fund Flexibility

The Oakland Housing Authority has utilized funding flexibility of the MTW Block grant to fund a number of MTW activities. The following is a list of activities that the single-fund budget authority has enabled the Authority to develop in order to meet the needs of the residents of the City of Oakland:

- Preserving and Enhancing the Public Housing Portfolio –
 - OHA has utilized the single-fund budget authority to establish a level of funding for each of the public housing developments which is comparable to Section 8 rents in the same vicinity. The increase in revenue allows the property managers to address any deferred maintenance issues and improve the physical condition of the property while providing the highest level of service to our residents.
- Preserving and Expanding Affordable Housing Opportunities –
 - OHA has utilized the MTW flexibility in order to expand housing opportunities through real estate development, site acquisition, and partnerships with non-profit developers. The single-fund budget authority has allowed the Authority the ability to provide short and long-term financial assistance to encourage investment in affordable housing development.
- Promoting Resident Empowerment and Self-Sufficiency –
 - MTW flexibility has allowed OHA the opportunity to enhance the quality and reach of client services provided both in-house and in partnership with community based service providers for both the public housing and Section 8 residents.
- Providing a Consistent Level of Security to Our Residents –
 - OHA's ability to increase the funding level at public housing developments has afforded the property managers the revenue required to provide a consistent level of security to our residents.

F. Reserve Balances (Optional)

OHA elects not to include this OPTIONAL information

G. Sources and Uses by AMP (Optional)

OHA elects not to include this OPTIONAL information

Section VIII. - Administrative

The Agency will provide the following:

- A. Resolution signed by the Board of Commissioners, or other authorized PHA official if there is no Board of Commissioners, adopting the Annual MTW Plan Certification of Compliance; and
- B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable.

List of Appendices

Appendix A. Board Resolution (not included in the Draft Plan)

Appendix B. Certification of Compliance with MTW Regulations (not included in the Draft Plan)

Appendix C. Comments from Resident Advisor Board (not included in the Draft Plan)

Appendix D. Evidence of Public Process and Letters of Public Comment (not included in the Draft Plan)

Appendix E. Inventory of Public Housing Sites

Appendix F. Glossary of Terms

Attachment E
Inventory of Public Housing Sites

LARGE SITES			
AMP No.	Dev. No.	Address	Units
1	113	Harrison Street	101
2	173	Adel	30
3	302	Campbell Village	154
4	303	Lockwood Gardens	372
5	172	Oak Grove Court North	77
6	171	Oak Grove Court South	75
7	174	Palo Vista	100
8	301	Peralta Villa	390
Total Large Site Units			1,299

HOPE VI SITES			
AMP No.	Dev. No.	Address	Units
N/A	311	Coliseum	
19		Lion Creek Phase I	45
19		Lion Creek Phase II	54
19		Lion Creek Phase III	37
20		Foot Hill (6900 Foothill Blvd)	21
19		<i>Coliseum Units Off-line</i>	21
18	469	Chestnut Court	45
15	470	Linden Court	38
17	471	Mandela (East Block)	33
17	472	Mandela (West Block)	13
Total Hope VI Units			307

Total Public Housing Units	1,606
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Appendix F

Glossary

ACC – Annual Contributions Contract. Contract between HUD and a local housing authority under which HUD funds a program authorized by the Housing Act of 1937, and the housing authority agrees to comply with HUD requirements.

ACOP – Admissions and Continued Occupancy Policy. The document that describes the policies for administration of the Public Housing program.

Administrative Plan – The document that describes how a PHA administers the tenant-based programs.

AMI – Area Median Income. The income level where half of the families earn above and half below in a specific urban or rural area. 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.

Capital Expenditure – An expense to acquire or upgrade a physical asset such as a piece of equipment or real estate.

FSS – Family Self-Sufficiency. A program run 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.

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, 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.

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

MTW – Moving to Work. A national demonstration program for “high performing” public housing authorities. The Oakland Housing Authority has named its MTW program “Making Transitions Work”.

OHA – Oakland Housing Authority

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

PHA – Public Housing Agency

Local Preference – A preference used by a public housing authority to select among families already on a waiting list.

LOCCS – Line of Credit Control System. HUD’s system that allows PHAs to draw down funds previously approved and authorized for capital programs including building repairs and new construction.

Reexamination – Public Housing Authorities are required to evaluate each family’s income on a periodic basis and to adjust the level of assistance if there has been a change in income. Reexamination is the term used by the OHA to describe the process of evaluating a family’s income.

Tenant Based Voucher – A Housing Choice Voucher assigned to a tenant who may use the voucher toward a portion of the rent payment in any rental housing unit that meets the Section 8 guidelines.

Single-Fund Budget – The ability of housing authorities with MTW status to combine funding received from HUD for the Section 8 and Public Housing Program into a single budget. Funds in the Single-Fund Budget are sometimes referred to as MTW Funds.

Zero Assistance – As a family’s income increases, the amount of subsidy goes down. In the Housing Choice Voucher Program when the assistance provided by the public housing authority drops to zero this is referred to as “zero assistance”.