



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

OFFICE OF PUBLIC AND INDIAN HOUSING

April 8, 2025

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

Subject: Acceptance of Oakland Housing Authority's FY2024 Annual Moving to Work Report

Dear Ms. Wells:

The U.S. Department of Housing and Urban Development has completed its review of the Oakland Housing Authority's FY2024 Annual Moving to Work (MTW) Report, which was submitted on October 16, 2024, and resubmitted on April 4, 2025. I am pleased to inform you that OHA's FY2024 Annual MTW Report, as submitted on April 4, 2025, is accepted.

Please note, while HUD is supportive of OHA's efforts, this acceptance does not necessarily constitute an endorsement of any particular policies described in the Report. In providing assistance to families under programs covered by this Report and the corresponding 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. Also, the accepted Report, and all required attachments and documents should be available for review and inspection at OHA's principal office during normal business hours.

Please contact Kai Jennings, Housing Innovations Specialist, at kai.a.jennings@hud.gov if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "John M. Concannon".

John Concannon
Moving to Work Program Director
Office of Public Housing Investments

cc:

Trevor Auser, San Francisco Regional Office
Sapna A. Talati, San Francisco Regional Office

MAKING TRANSITIONS WORK

ANNUAL REPORT



WORKING TOGETHER TO CREATE HEALTHY COMMUNITIES



FISCAL YEAR 2024 // JULY 1, 2023 - JUNE 30, 2024



Oakland Housing Authority

Fiscal Year 2024 MTW Annual Report

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Oakland Housing Authority

Fiscal Year 2024 MTW Annual Report

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Message from the Executive Director



In Fiscal Year (FY) 2024, we celebrated two important milestones as the preeminent housing organization in Oakland with the close out of the Authority's 85th year and the 20-year anniversary of its Moving to Work (MTW) designation. Both of these anniversaries mark achievements and signify the importance of flexibility and innovation in addressing the challenge of increasing affordability in Oakland's housing market. The growth of this organization and its resilience, especially through tough times like the Great Recession, sequestration, and the during the coronavirus pandemic demonstrates the drive of OHA, powered by MTW, provides a stable foundation for the next phase of MTW and the next 85 years of OHA.

Naturally, since OHA celebrated 20 years of MTW membership, this Annual Report reflects upon past challenges, lessons learned, and the agency's evolution. Over the past two decades, OHA developed strong relationships with community partners, which enhanced the level of services residents and program participants received. From educational initiatives and employment resources to lease compliance programs, OHA continually expanded its role as Oakland's largest provider of affordable housing and a \$1 billion leader in the delivery of quality affordable housing. We transformed our housing portfolio by making improvements to the housing conditions of the properties, and in many cases, the surrounding community. And, OHA's important investments to expand affordable housing have brought on largescale projects like Brooklyn Basin with 465 affordable units as well as local, non-traditional properties like Building Bridges: Key to Home, which offers 23 formerly homeless families stable, service-enriched housing. The work to house Oakland in high-quality, healthy, safe, and welcoming communities proved successful and with MTW as our guiding principle, continues.



Section I. Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2024 Moving to Work Annual Report. As one of 39 original participants and with 100 expansion agencies in the US Department of Housing and Urban Development's (HUD) Moving to Work (MTW) demonstration program, OHA has the opportunity to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. As an MTW demonstration participant, OHA uses the flexibility of the program, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, to design its services to address specific and local market conditions and the needs of our residents. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, achieving goals of employment, education, housing stability and self-sufficiency while promoting and supporting strong communities and neighborhoods.

On March 31, 2004, HUD and OHA executed an MTW Demonstration Agreement governing the terms and conditions under which HUD authorized OHA to participate in MTW through March 30, 2011. On February 4, 2009, HUD and OHA executed an Amended and Restated MTW Agreement revising the terms and conditions of the agreement



and extending OHA's participation in the MTW Demonstration Program through June 30, 2018. The FY 2016 Appropriations Act ("the Act"), Section 239 (Public Law 114-113), instructed HUD to extend the existing Agreements with current MTW agencies and expand the MTW demonstration program by an additional 100 high-performing Public Housing Agencies over a period of seven years. The Act also



Map of MTW agencies across the US

stipulated that a Research Advisory Committee (RAC) be formed to advise the Secretary of HUD on specific policy proposals and methods of research and evaluation for the demonstration. In May 2016, OHA's Board of Commissioners approved a ten-year extension of the MTW Agreement with HUD, extending the contract through 2028 with the same terms and conditions as authorized by the Act and the MTW Agreement. This extension will allow OHA to continue its localized housing programs with innovations removing barriers to housing for the households served. In March 2024, Congress passed the Consolidated Appropriations Act of 2024, which included a 10-year extension for MTW contracts, prolonging the

current terms through 2038. Currently, there are 139 MTW PHAs nationwide.

In accordance with the MTW Agreement, OHA must complete an MTW Annual Report highlighting specific information regarding the activities conducted during the fiscal year. OHA’s MTW Annual Report provides HUD, OHA residents, and the public information on OHA programs and the MTW budget as well as an analysis of changes that occurred during the period between July 1, 2023, and June 30, 2024.

As part of the demonstration, the United States Congress established the following five statutory requirements and three statutory goals for MTW:

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, education, or other programs that assist in obtaining employment and becoming economically self-sufficient ➤ Increase housing choices for low-income families

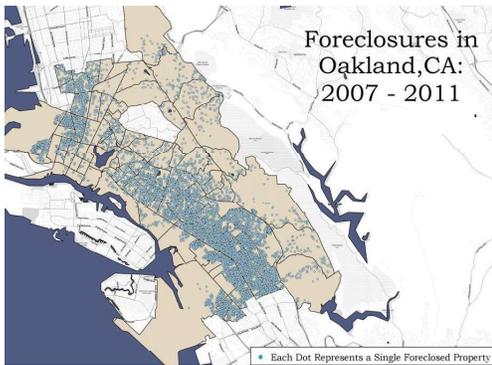
In compliance with the MTW Agreement, the activities in the FY 2024 MTW Annual Report meet the statutory requirements as well as at least one or more of the statutory objectives. The Report details the overall progress staff made to fully integrate statutory requirements and strategic goals into daily activities to serve as many families as possible within the constraints imposed by the local market.

Celebrating 20 Years of MTW in Fiscal Year 2024

Since the inception of the MTW program, OHA focused on revitalizing public housing communities using various funding streams and partnerships, including HOPE VI programs, to transform public housing sites into vibrant, mixed-income communities. OHA formed MTW partnerships and took advantage of regulatory flexibilities to develop over 2,000 affordable units. Brooklyn Basin exemplifies this commitment, adding 465 permanently affordable units in Oakland. While Brooklyn Basin highlights the lengthy process of developing affordable housing in California, it is also a glowing example of what communities are capable of when they work together.

OHA leadership began advocating for the inclusion of affordable housing in the Brooklyn Basin master planned community in 2004-2006, but it was not until 2019 that OHA joined MidPen Housing for the

groundbreaking of the first phase of development. Brooklyn Basin is a four-phase development, featuring over 3,000 new homes, of which 465 are affordable. Paseo Estero and Vista Estero offered 101 new affordable apartments to families and 100 units to low-income seniors. Foon Lok West added 130 units for families and formerly homeless households and achieved 100% occupancy within three months of completion. Foon Lok East, the fourth and final phase of this community, will contribute 124 new units for families. This project is a result of an innovative and highly collaborative public/private partnership that will transform what was once an underutilized and mostly industrial site into a highly walkable and beautifully designed community benefitting generations to come.



While development is critical for housing families, so is displacement prevention. Oakland faced many hardships during the last two decades, being profoundly impacted by the Great Recession and the global financial crisis of 2008. This led to high unemployment rates, increased financial instability, and spiked foreclosures and evictions, displacing many Oakland families. Between 2007 and 2011, 1 in 7 Oakland mortgages entered default, with 1 in 14 eventually being lost to foreclosure. The most devastating effects were in East and West Oakland. By 2009, the demand for emergency shelters and temporary housing solutions

was so high providers struggled to keep up with the need.

In 2009, OHA was still a new MTW agency and as a result of visionary leadership using the flexibilities granted under MTW, OHA was able to address a crippling regulatory environment and challenge national housing policy, burdensome rules, and draconian funding cuts. The shutdown of the redevelopment agencies caused 4,500 units (nearly 60%) to lose funding in 2012 alone. This loss of approximately \$1 billion in affordable housing development funds was felt statewide and notably in Oakland, as a lack of these incentives led to a slow pace of redevelopment. OHA's leadership responded by decreasing non-essential operating expenses by \$11.3 million and increased its role as a partner and leader of affordable housing development. OHA established a reputation as a public agency with the capacity to provide critical financial assistance to affordable housing projects, many of which would have been unable to proceed without the financial assistance and partnership of OHA.

The need for affordable housing skyrocketed as the city of Oakland started to recover from the Great Recession. OHA engaged in proactive efforts to preserve affordable housing for existing tenants through collaboration with community organizations and applied for all additional voucher opportunities released by HUD. OHA increased its voucher portfolio by 1,262 units through disposition of public housing units to provide more assistance to Oakland families. OHA increased HCV program utilization and served over 100% of the baseline between FY 2012-1015, highlighting the critical need for low-income families to access greater housing choice, while also preventing homelessness.

In both 2013 and 2014, the local tech boom caused Oakland to experience the highest annualized rent increases in the country. Even while foreclosure rates began to decline, eviction rates remained high. Between 2010 and 2014, over 104,500 people left Oakland, in many cases because of high costs of living and housing. Gentrification and other factors decimated the number of naturally occurring affordable housing units in Oakland which put pressure on low-income families and caused considerable displacement.

At a time that saw turmoil and controversy in Oakland's overworked and understaffed police department, OHA's own award-winning police department provided a consistent level of safety and security to residents. One of a few Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited police forces, Oakland Housing Authority Police Department (OHAPD) has been nationally recognized with Flagship and Meritorious award designations and NAHRO awards of Excellence for its many community programs such as Community Alert (2014), the Winter Wonderland (2018) and Anti-Bullying Program (2019). Through its philosophy of community policing, OHAPD works to engage the community in a trusted partnership through "Coffee with a Cop", community block parties, neighborhood crime prevention meetings, and countless field trips for local youth to foster good relationships between officers and the community, leading to 86% of OHA residents feeling safe in their homes.



OHA's leadership during the 2010's emphasized the importance of shifting focus from not only the creation and maintenance of affordable housing but to the people who live in the housing and improving life outcomes for low-income families. Using MTW authority, OHA has inspired innovative housing programs, enhanced the agency's transparency with stakeholders, employed a broader communication strategy and cultivated non-traditional collaborations that have helped preserve and increase the number of affordable housing units. In FY 2024, OHA still saw the need to assist residents at risk of eviction through the lease compliance program. The program has two dedicated Resident and Community Services Coordinators to refer residents to rental and utility assistance resources, housekeeping counseling, and conflict mediation, in addition to other supportive services with the goal of retaining housing. This program is run through the Family and Community Partnerships Department (FCP) in conjunction with the Office of Property operations and OHAPD.



Through the growth of FCP, OHA provides Oakland families with necessary supportive services outside of just housing. MTW flexibility provides OHA the opportunity to offer holistic care for individuals and families. In FY 2024, OHA welcomed 2,473 families to community food banks allowing families access to fresh and healthy food options. Twenty-nine families received “Welcome Kits” complete with cookware, dinnerware, a tool kit, and other essential household items to support the transition from homelessness to being housed. Based on partnerships throughout the last twenty

years, OHA has connected seniors to critical care through a number of services, including the Samuel Merritt University which allowed nursing students to conduct health and wellness screenings for OHA families, provided connection and community through the arts and crafts services, and promoted healthy lifestyles through the walking club. Using a data sharing agreement between OHA and the local school district, the housing authority has increased school attendance and parent engagement for their youngest residents. The Home Ownership program has assisted 124 families to purchase homes in Oakland over the last 15 years, totaling over \$37.6M in homes purchased. In part, some of these homeownership participants utilized the Family Self-Sufficiency (FSS) program, which has paid over \$846,000 to 141 participants in FSS escrow funds to allow families to increase their likelihood for success after graduating from OHA programs. The agency is continually looking to partner with local organizations to provide any number of critical care services to provide the best opportunities to participants.



In 2020, OHA, like the rest of the world, was confronted with the impact of the Covid-19 pandemic to not only its residents, but also the staff and general operations of the agency. While assessing local and state policies to shelter in place, OHA quickly responded in a thoughtful, compassionate and effective manner. As an essential service agency, OHA shifted its operations by rapidly transitioning to many staff working from remote locations to continue smooth operations and a high level of customer service to residents, despite suspended in-person services. OHA’s FCP department received an Award of Excellence from the National Association of Housing and Redevelopment Officials (NAHRO) for the personal protective equipment (PPE) and cleaning supply distribution program developed and



implemented during the height of the pandemic to coordinate the delivery of supplies that were virtually impossible to obtain. As vaccines became available, OHA hosted over a dozen vaccination and community outreach events to ensure the vaccine was available on site to increase safety within the communities for staff, and both OHA participants and non-participants. OHA protocols evolved as federal agencies’ recommendations also evolved, consistently prioritizing safety for both residents and employees. Four years

after the onset of Covid-19, OHA is still adapting to the new normal after the end of the global emergency created by the pandemic.

Throughout it all, OHA has deftly leveraged the housing authority's MTW status to collaborate with local partners around the common goal of serving and improving life outcomes for low-income individuals and families. OHA will continue to provide outstanding service and leadership in the affordable housing community as we enter a new decade of MTW innovation and ingenuity. OHA has evolved from a young MTW demonstration participant to a seasoned leader within the MTW community. The agency has learned from the challenges it has faced and has created solutions allowed by MTW flexibility in order to respond quickly and effectively to the local market and national challenges that arise from the political climate and uncertainty in Washington. OHA will continue to passionately lead the affordable housing community and increase access to affordable housing opportunities and development of new affordable housing in Oakland, bringing empowerment, resources and opportunity to residents and neighborhoods. The foundation has been laid and OHA is poised to capitalize on its previous work and vision to serve generations to come.

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



As OHA remains steadfast in providing impactful and humane resident services. OHA has worked to close the digital divide since 2013 with the passage of AB 1299, which made the Internet accessible to all public housing residents. OHA built two computer labs at large public housing sites in both East and West Oakland. In FY 2019, the labs were updated with new equipment and software and in partnership with our local non-profit partner, the Tech Exchange Digital Literacy Learning Project, a variety of training classes are offered to residents on their path to becoming proficient. OHA continued to enhance digital literacy skill building for participants during FY 2024 by distributing 369 Chromebooks and Tablets and continued to facilitate a variety of trainings at the Learning Labs.

Reliable internet access is essential for residents of all ages to succeed, for youth to engage in academic pursuits, and adults to pursue employment opportunities. To this end, OHA successfully secured a contract to connect two large public housing sites to broadband internet, aiming to enhance the quality of life of OHA residents by increasing access to opportunities. OHA plans to launch a 5-year pilot program to provide free fiber optic WiFi at the West and East Oakland public housing sites. The installation process is already underway, on track to launch the pilot in FY 2025.

Throughout the last 20 years, OHA emphasized the importance of building and maintaining partnerships with community leaders in Oakland. This commitment was highlighted during Affordable Housing Month, in collaboration with the East Bay Housing Organization (EBHO), which celebrated 40

years of housing advocacy. In May 2024, OHA proclaimed the inaugural Affordable Housing Month to underscore the transformative power of safe, affordable housing in creating vibrant, opportunity-rich communities. Participation in Affordable Housing Month events allowed OHA to connect with over 30 housing organizations, and the public, to promote the value of affordable housing.

OHA also recognized the need to increase job readiness for residents and applied for and was awarded a second Jobs Plus Grant in FY 2023, one of only four awarded nationally. The \$2.3 million, multi-year, grant is assisting the work-able populations at Lockwood Gardens, one of OHA's large public housing sites in East Oakland. This development consists of 372 units, with 353 work-able individuals, where over 60% of the work-able adults have no source of income and 17% are under-employed. The grant created individualized case management to address barriers to employment, including digital literacy, access to computers with internet, and transportation issues. In FY 2024, OHA had 96 total members enrolled in the East Oakland Works Jobs Plus Initiative, with 88 using the Jobs Plus Earned Income Disregard program, six using the FSS Escrow program, and two members enrolled who are ineligible for financial incentives.

Sustained high standards of Customer Service for Residents and Stakeholders

OHA continued to improve the quality of customer service for Limited English Proficiency (LEP) individuals, including residents and applicants, by obtaining access to Video Remote Interpreting services. This technology allows OHA to connect on-demand with interpreters for over 200 languages, including American Sign Language (ASL).

During FY 2024, OHA welcomed a delegation from the U.S. Department of Housing and Urban Development (HUD) led by Principal Deputy Assistant Secretary Richard J. Monocchio for a "Day of Dialogue", which entailed a kickoff meeting, a tour of OHA sites, a lunch with seniors at Palo Vista, and a presentation by the Y-Plan student youth team. The Y-Plan team is a partnership between the East Oakland Works Jobs Plus program and the University of Berkeley Center for Cities and Schools. The team of youth leaders worked to promote digital literacy by creating a guide to assist seniors to fully utilize free internet services. The visit allowed OHA to discuss achievements and future plans for affordable housing, while illustrating the collaborative effort between OHA and HUD to address housing challenges, celebrate successes, and underscore the importance of partnership and dedication in driving meaningful change.

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



Foon Lok West Exterior

OHA's affordable housing development over the past twenty years has been strategic, significant, and impactful. OHA has developed on its own or partnered with 15 different affordable housing developers to create 2,430 new rental homes at 24 mixed development sites since 2004 with a combined total development cost of over \$1.11B. OHA's capital contribution to these projects (\$166M) represents over 15% of the overall financing required. In addition, OHA has another 1,368 units in the pipeline, of which 327 are set aside for formerly homeless individuals, families and seniors.

In FY 2024 alone, OHA continued to invest in affordable housing throughout Oakland to provide much needed affordable housing to serve our most vulnerable populations. OHA celebrated the groundbreaking at East 12th street, 3050 International, and Friendship Senior. Additionally, OHA staff were able to attend the ribbon cutting ceremony at Casa Sueños, where OHA provided PBV units to ensure the units remain affordable for 15 years, celebrating the completion of the Fruitvale Transit Village emphasizing the importance of transit accessibility in affordable housing.

Expand Board Knowledge of OHA and its Affiliates

OHA staff continued to provide timely and accurate information through new dashboards and reporting techniques to improve OHA's ability to inform the Board of Commissioners of OHA accomplishments. The board members provide invaluable insight on OHA plans, events, and policy updates to ensure alignment with the approved goals.

Looking back at 20 years of MTW accomplishments reinvigorates us to continue the fight to protect, create, and provide quality and affordable housing to low-income families in Oakland, California. The FY 2024 MTW Annual Report describes the strategies OHA used to fulfill its commitment to increase housing choice and affordability, and how the Authority reached a 95% preliminary baseline number of families served. Information and data collected on the progress OHA made toward implementing 21 of the 29 approved activities are included in Section IV.

The FY 2024 MTW Annual Plan and Report are available on OHA's website at www.oakha.org

Section II. General Housing Authority Operating Information

A. Housing Stock Information

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

Public Housing



Harrison Towers

Harrison Towers was approved for Section 18 disposition in July 2018. Changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays securing the tax-exempt bonds and 4% Low Income Housing Tax Credits necessary to finance the critical repairs and seismic upgrades to the building. Since the Relocation Plan was approved in January 2023, 27 households relocated from the property. Eleven more households began the relocation process during the FY. The team continued to work with the structural engineer, architect and general contractor during FY 2024 to conduct a deeper analysis of the seismic upgrade program and minimize impacts to the residential units. This work occurred with the intent to achieve higher cost efficiency while maintaining the same building safety objectives, as well as generally refine and advance the full architectural and engineering plans. Alongside the design preparations, staff initiated the process to select a highly qualified joint venture partner capable of securing a tax-exempt bond and 4% Low Income Housing Tax Credit allocation in this new and highly competitive field.

Additionally, OHA evaluated the feasibility of converting some mixed-finance properties with public housing units to Rental Assistance Demonstration (RAD) Project-based Vouchers in FY 2024 and moved forward with the Authority's first RAD conversions for Lion Creek Crossings Phase I and II.

Rental Assistance Demonstration (RAD)/Section 18 Blend Conversions

OHA worked with the owners of three mixed-finance sites, Lion Creek Crossing Phase (LCC) I and II, and Foothill Family Apartments, on long-term planning and financial repositioning of the developments. The conversion of these public housing units through RAD/Section 18 Blend Conversion program to project-based subsidy provides a more stable funding platform that facilitates future refinancing or re-syndication transactions, resulting in greater funding availability for capital improvements to benefit the properties. It also streamlines the operations and management of these properties by simplifying the compliance and reporting requirements by reducing the number of operating subsidy sources. As such, OHA submitted applications for RAD/Section 18 Blend conversions of the public housing units in these properties to PBVs in FY 2024.

OHA qualified for an 80% RAD/20% Section 18 construction blend for both LCC Phase I and II which allowed the Authority and the managing general partner to expeditiously close all construction financing and the RAD/Section 18 Blend with HUD and construction financing and begin construction on the rehabilitation project in June 2024. Construction is to be completed in six to twelve months. Major components of the rehabilitation include improving building waterproofing, repairing and rebuilding balconies, repairing and replacing deteriorated wood trim and trellises, and repainting the buildings.

In LCC Phase I, post-conversion OHA established HAP contracts for 36 RAD PBV units, nine Section 18 PBVs units, and exclusively LITHC for 70 units, for a total of 115 units. In LCC Phase II the post-conversion will be broken down into 44 RAD PBVs, 10 Section 18 PBVs, 18 original PBVs, and 74 LITHC-only units, for a total of 146 units.

Foothill Family Apartments began the RAD process, which is projected to close at the end of FY 2025. During the year, staff identified capital needs, worked with the community to introduce the RAD process, and developed the financing and construction plan for the site. Major rehab items include replacement of unit heaters and water heaters; interior finishes including kitchens, bathrooms, flooring and paint; repair and remediation of moisture intrusion and dry rot on building trim, decks and trellises; exterior paint, landscaping, hardscape and playground structure replacement; and handicapped accessibility improvements. Based on current projections of the rehab construction costs for Foothill Family Apartments, it is anticipated that this project will also qualify for a 20% RAD/80% Section 18 construction blend.

The RAD PBV contracts have a number of differences compared to other PBV contracts issued by OHA. Notably, with the new RAD PBV contracts 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 as is allowed with customary agency PBV contracts. Additionally, there are several tenant protections extended to residents through the RAD program at the properties that more closely resemble public housing program rules, with the intent of avoiding any adverse consequences for tenants as a result of conversion. In general, the tenant protections from the RAD program also were applied to Section 18 TPVs in the same property that are obtained through a RAD/Section 18 blend approval.

Local, Non-traditional Programs

Sponsor-based Housing Assistance Program

OHA administered existing programs and continued implementation of new local programs during the FY. Existing programs such as the Sponsor-based Housing Assistance Program (SBHAP), launched in 2010 in partnership with the City and expert providers, offered housing assistance to 1) chronically homeless individuals from encampments, 2) formerly incarcerated individuals recently released from San Quentin prison, and 3) emancipated foster youth exiting the juvenile justice system. This program has the capacity to serve up to a maximum of 180 households per month.

Parents and Children Together (PACT)

The Parents and Children Together (PACT) program evolved from a program serving primarily mothers exiting the criminal justice system to a citywide family unification program that includes any parent exiting the Santa Rita County Jail system that is enrolled in a reentry program designed and facilitated by the Alameda County Sheriff's Office (ACSO). OHA accepted referrals from the ACSO and provided service-enriched housing to facilitate reuniting parents with their children in stable and safe housing. The program has capacity to serve 20 families per month in a transitional housing environment for 18 months as participants complete the program they started while they were incarcerated. Upon successful completion, they are offered the option to transition into an available OHA managed PBV unit. In FY 2024, phased out the initiative and OHA served three families as the ASCO transitioned to new leadership.

Building Bridges

The Building Bridges initiative, which uses partnerships with the City, Alameda County, and experienced community-based organizations to provide housing assistance to underserved populations, continued operations in FY 2024. The BB SRO program has capacity, when all sites are renovated and ready, to serve 311 families through a service-enriched SRO model. The shared housing and transitional housing units are reserved to house veterans, homeless, and foster youth. OHA provided a monthly operating subsidy for each occupied bedroom/apartment whereby OHA pays 75 percent of the rent and the eligible resident pays up to 25 percent of the rent.

The **BB CalWORKs** program is designed to provide local housing assistance for up to two years for Alameda County Social Services Agency (ACSSA) clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing housing and improving outcomes for families and children. During FY 2024, OHA housed 25 families referred from ACSSA each month. ACSSA provided wrap around case management services to address employment barriers and assisted participants with access to other necessary community resources.

BB-Key To Home (BB-KTH) is a partnership between OHA and the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services that provided property-based housing assistance to 23 families through a local housing assistance pilot program. The program provided 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 has a tiered tenant rent structure based on Area Median Income (AMI). Program participants pay a flat rent based on AMI income category and sign an annual lease. Supportive services and case management are 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.

Development of New Affordable Units

During FY 2024, OHA supported the development of affordable housing stock by nonprofit developers in Oakland. Brooklyn Basin project 4, Foon Lok East, completed construction and initiated leasing for 124 affordable units, 61 of which are assisted with PBV subsidy. OHA provided an acquisition bridge loans and predevelopment loans for a number of affordable housing sites, including 53 units at 500 Lake Park and 65 units at 285 12th Street. OHAs development accomplishments are fully detailed in #Activity 08-01, Fund Affordable Housing Development Activities.



Brooklyn Basin – Vista Estero

See appendix B for an overview of housing developed using mixed financing and low-income housing tax credits (LIHTC). Overall, OHA has developed over 2,000 units in mixed finance sites, of which 1,141 units use only LIHTC and/or no- traditional (public housing or HCV) subsidies.

Housing Choice Vouchers

The majority of OHA’s housing assistance was delivered in the form of tenant-based vouchers. OHA assisted approximately 11,720 families using a traditional tenant-based or project-based subsidy. Approximately 101 of the vouchers were reserved for the Family Unification Program and 85 were reserved for the Non-Elderly Disabled (NED) program. Non-MTW vouchers, for which OHA uses some approved MTW flexibilities, included 262 vouchers for the Mainstream program, 49 Foster Youth to Independence (FYI) vouchers, 510 Veterans Affairs Supportive Housing Vouchers (VASH) Vouchers, 81 Stability Vouchers (SV) to assist families who are homeless or at risk of homelessness, and 515 vouchers are allocated for the Emergency Housing Voucher (EHV) program. Additionally, OHA administered approximately 69 vouchers through the HCV homeownership program.

Project-Based Vouchers

In FY 2024, OHA added an additional 149 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2024 Plan, OHA indicated an additional 122 PBVs, for a total of 271 PBVs, would be awarded throughout Oakland but did not reach that goal.

Out of the 149 newly added PBVs, 99 units are a conversion of the public housing units to PBVs at two mixed-finance properties through the first component of the RAD program. These sites included Lion Creek Crossing Phases I and II.

Longfellow Corner, previously known as 3801 MLK Family Housing (16 units) and Friendship Senior Housing (34 units) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2024.

34th and San Pablo (25 units), 285 12th Street (16 units), and Mandela Station (60 units) did not manage to enter into an AHAP contract at the end of FY 2024. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the main reason for the delays.

OHA also decided to prioritize the conversion of Lion Creek Crossing Phases I and II in FY2024.

In FY 2024, OHA did not award any new PBVs and began the RAD process for Foothill Family Apartments. A list of all PBV sites is included in Appendix A.

Table 1: Actual New Project-Based Vouchers

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an AHAP will be in place by the end of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
Longfellow Corner (previously known as 3801 MLK Family Housing)	16	16	Committed	No	3801 MLK will be for families and households with special needs. It will the diverse housing needs for Oakland families and households ranging from 30%-50% AMI.
34th and San Pablo	25	0	Pending	No	This project will provide 60 new homes affordable to families with incomes up to 60% of Area Median Income. The building will contain 13 studios, 13 one-bedroom, 22 two-bedroom, and 12 three-bedroom apartments for a total of 106 bedrooms.
Friendship Senior Housing	34	34	Committed	No	Friendship Senior Housing is 100 percent senior housing development targeting homeless and veterans at 30 percent Area Median Income or below. CHDC will partner with Adobe Services and East Bay Innovations to provide case management services.

285 12th St	16	0	Committed	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.
Mandela Station	60	0	Committed	No	Mandela Station Affordable (MSA) is part of a master plan for transit-oriented development at the West Oakland BART station. MSA is planned to have 240 units and 16,000 square feet of ground floor spaced used for commercial activities or resident services providers.
Lion Creek Crossing I & II	99	99	Committed	Yes	Lion Creek Crossing (LCC) I and II is a RAD/Section 18 blend conversion and rehab. Lion Creek Crossing Phase I and II is a Mixed-Finance development with 99 Public Housing units out of a total of 261 units. Based on the preliminary rehab budget it is anticipated that LCC I and II will qualify for an 80% RAD/20% Section 18 blend.
Foothill Family Apartments	21	0	Pending	Yes	Foothill Family Apartments is a RAD/Section 18 blend conversion and rehab. The property is a Mixed-Finance development with 21 Public Housing units out of a total of 65 units. Based on the preliminary rehab budget it is anticipated that LCC I and II will qualify for an 60% RAD/40% Section 18 blend.

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149

Planned/Actual Total Vouchers Newly Project-Based

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

34th and San Pablo (25 units), 285 12th Street (16 units), and Mandela Station (60 units) did not manage to enter into at a AHAP contract at the end of FY2024. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the mean reason for the delays.

Table 2: Actual Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was already in place by the beginning of the Plan Year. This includes those in which a HAP was in place at the beginning of the plan year also.

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

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

720 E 11 th Street Apts (aka Clinton Commons)	16	16	Leased/Issued	No	An affordable housing project of 55 units in Eastlake district of Oakland for low-income/homeless with HIV/AIDS families. The project was leased up in 2012 with 16 PBV units.
Harrison Street Senior Housing	11	11	Leased/Issued	No	An affordable housing project of 73 units near downtown Oakland for low-income seniors. The project was leased up in 2012 with 11 PBV units.
Kenneth Henry Court	13	13	Leased/Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.
California Hotel Phases 1 and 2	88	88	Leased/Issued	No	The first and second phase of California Hotel project of 137 units for families of low-income/special needs/homeless/HIV/AIDS. The phase was leased up in 2013 with 88 PBV units.
James Lee Court	12	12	Leased/Issued	No	An affordable housing project of 26 units for low-income families. The project was leased up in 2013.
Savoy Phase 2	46	46	Leased/Issued	No	The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013.
Slim Jenkins Court	11	11	Leased/Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	15	Leased/Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	25	Leased/Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.

Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.
Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/ homeless/ HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
AveVista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake 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	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	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	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	14	Leased/Issued	No	The project, located at 2301 Northgate Avenue, serves low-income families. It is a 5-story 41-unit building completed in 2003. Local schools, public transit, grocery stores, parks are all within half a mile of the property. Resident services are not available on-site but residents have access to RCD's resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.

Westlake Christian Terrace West (WCTW)	121	121	Leased/Issued	No	Westlake Christian Terrace West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Paseo Estero and Vista Estero (formerly known as Brooklyn Basin 1 and 2)	132	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	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	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	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	11	Leased/Issued	No	An affordable housing project of 12 units in Uptown district of Oakland for low-income/homeless families. The project was leased up in 2017 with 5 PBV units.

Adeline St. Lofts	20	20	Leased/Issued	No	An affordable housing project of 79 units in West Oakland for low-income families. The project was leased up in 2018 with 8 PBV units.
Stanley Ave. Lofts	13	13	Leased/Issued	No	An affordable housing project of 24 units in East Oakland for low-income families. The project was leased up in 2018 with 13 PBV units.
Swan Market	10	10	Leased/Issued	No	An affordable housing project of 18 units at downtown Oakland for low-income/special need families. The project was leased up in 2017 with 4 PBV units.
Oak Park Apartments	10	10	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International)	14	14	Leased/Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Hamilton Apartments	92	92	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.

International Blvd. Apartments	18	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	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	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	50	Leased/Issued	No	An affordable housing project as part of RFQ16-008 with the objective to preserve units and prevent displacement within Oakland. HAP executed in January 2020
Bishop Roy C. Nicholas	16	16	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	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	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	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	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 for homelessness, 6 units for HOPWA eligible households, and 22 units for low-income families.

Oak Street Apartments	25	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	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	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	12	Leased/Issued	No	Fruitvale Studios is the rehabilitation of 24 studios in an enriched service environment. The PBV-subsidy will be provided to 12 units set aside for low-income residents.
95th and International	27	27	Leased/Issued	No	The Project is the second phase of the previously completed 94th and International project located across the street. This development is important to the continued revitalization and preservation of affordable housing in East Oakland.
Kenneth Henry Court (add'l units under RFQ16-008)	15	15	Leased/Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.
Foon Lok West (formerly known as Brooklyn Basin 3)	65	65	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Fruitvale Transit Village - Phase IIB	75	75	Leased/Issued	No	Fruitvale Transit Village Phase IIB, a new construction of 94 affordable units, is the third development in the Fruitvale Transit Village, immediately adjacent to the BART station in Oakland's Fruitvale neighborhood.

Foon Lok East (formerly known as Brooklyn Basin 4)	61	61	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.
7th and Campbell	39	39	Leased/Issued	No	7th and Campbell involves new construction of 79 units. 39 of these units will be PBV units. The project will provide supportive services through partnership with Building Opportunities for Self Sufficiency (BOSS). Residents will have access to essential supportive services, including: Employment & OJT placement/training; Education assistance/benefits information; Financial counseling/debt counseling; Childcare assistance; Legal and Family law services; Life skills/soft skills; Therapy; Domestic violence counseling; and Food bank/meal support services.
Ancora Place	0	31	Committed	No	Ancora Place is a 77-unit family project located at 2227-2257 International Blvd. This development will bring a beautiful mid-block building to the San Antonio neighborhood in Oakland. The proposed building will be five stories and include a community room, services office, on-site manager, 5th floor event space, common laundry room and a beautiful courtyard that will be enjoyed by residents. Ancora has received funding from the City of Oakland's voter approved, Measure KK for improved infrastructure and affordable housing.
West Grand and Brush	28	28	Committed	No	West Grand and Brush involves new construction of 59 units. 28 of these units will be PBV units. The project will provide supportive services including referrals to community resources and benefits, case management, parenting training, life skills training, financial planning, job counseling, conflict resolution, mental health services, and individual and group substance abuse recovery.

Longfellow Corner (formerly known as 3801 MLK)	0	16	Committed		3801 MLK will be for families and households with special needs. It will the diverse housing needs for Oakland families and households ranging from 30%-50% AMI
Friendship Senior Housing	0	34	Committed	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.
Lion Creek Crossing Phases I & II	0	99	Committed	Yes	Lion Creek Crossing (LCC) I and II is a RAD/Section 18 blend conversion and rehab. Lion Creek Crossing Phase I and II is a Mixed-Finance development with 99 Public Housing units out of a total of 261 units. Based on the preliminary rehab budget it is anticipated that LCC I and II will qualify for an 80% RAD/20% Section 18 blend.

4740	4920	Planned Total Existing Project-Based Vouchers
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* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

OHA completed additional units that were unanticipated at the beginning of the plan year.

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

During FY 2024, OHA supported the development of affordable housing stock by other developers in Oakland and committed PBVs and/or MTW funds to help finance two new affordable housing developments in FY 2024: Lakehouse – 121 East 12th Street and Lake Merritt BART Senior. OHA celebrated the construction closing and groundbreaking of two developments in FY 2024: Friendship Senior and Lakehouse.

To develop Lakehouse, 121 East 12th Street, OHA is collaborating with the East Bay Asian Local Development Corporation (EBALDC) on a 91-unit new construction affordable family development to serve very low-income families, formerly homeless families and transitional-aged foster youth in the Eastlake neighborhood. OHA awarded a \$3,615,000 MTW Rental Assistance Subsidy (RAS) and a \$9,850,000 development loan, both of which were crucial to closing the final financing gaps and allowing the project to close.

Lake Merritt BART Senior, another EBALDC project, is a 97-unit new construction affordable community for low- to extremely low-income seniors, including 44 units for formerly homeless seniors, located adjacent to the Lake Merritt BART station. The project is an integral part of the Lake Merritt BART Station Area Plan that will ultimately include approximately 500 residential units (both affordable and market rate) and a to-be-determined



Lake Merritt BART Senior Rendering

amount of office/commercial space. OHA awarded a \$7,091,070 RAS to assist the first phase of this master plan to support permanent supportive housing for seniors.

Friendship Senior Housing, developed with Community Housing Development Corporation, is a 50-unit project to serve very low-income seniors in West Oakland with 10 units set aside for seniors who are at risk of homelessness with mental illness. OHA awarded 34 PBVs to assist the 34 units at or below 30% AMI and a development loan in the amount of \$2,100,000, of which \$2,050,000 has been expended.

Brooklyn Basin’s Foon Lok East (previously referred to as Project 4) completed construction in March 2024 and began leasing 124 new units, 61 with PBVs, for families. Foon Lok East wrapped the completion of a significant, multi-phased, affordable project that is an integral part of a new master planned community, comprised over 3,100 new homes on the Oakland waterfront.

By partnering with Satellite Affordable Housing Associates, OHA awarded a \$2,538,000 RAS to assist 44 units designated for formerly homeless individuals and families at 3050 International Boulevard. It is a 76-unit project serving low-income individuals and families with 40% of units set-aside for homeless households.

2700 International Boulevard is 75-unit project OHA is assisting The Unity Council with to serve very low-income families and veterans experiencing homelessness with incomes between 30%-60% AMI. OHA awarded 19 VASH vouchers to the project and a development loan in the amount of \$3,800,000.



OHA provided predevelopment funding to 500 Lake Park, a 53-unit mixed-use affordable housing development by EAH Housing. OHA continued to make predevelopment loan disbursements to 285 12th Street, a planned 65-unit project. Additionally, OHA engaged in negotiations with developers on binding financial commitments. It is anticipated these negotiations will be completed in FY 2025 and OHA may provide predevelopment funding to the Mandela Station Affordable project over the course of the next year.

Table 3: Actual Other Changes to the MTW Housing Stock In the Plan Year

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

During FY 2024, OHA supported the development of affordable housing stock by other developers in Oakland and committed PBVs and/or MTW funds to help finance two new affordable housing developments in FY 2024: Lakehouse – 121 East 12th Street and Lake Merritt BART Senior. OHA celebrated the construction closing and groundbreaking of two developments in FY 2024: Friendship Senior and Lakehouse.

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General Description of Actual Capital Expenditures during the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2024, OHA expended \$16,876,254 of MTW funds on capital expenditures. These expenditures included improvements at public housing sites and administration buildings, funding for the new construction and preservation of new affordable housing, and purchases of software and computer network equipment. OHA's Office of Real Estate Development made progress on numerous affordable housing projects in FY 2024.

In partnership with the East Bay Asian Local Development Corporation (EBALDC), 285 12th Street will include 65 new affordable units for low-income families and 3,500 square feet of ground floor commercial space. OHA expended \$141,896 of MTW funds to advance the project in FY 2024.

OHA continued work on the Harrison Street Master Planning and Strategic Redevelopment during the FY. In addition to 1619 / 1621 Harrison Street (OHA's headquarters and the Harrison Tower senior residence), OHA owns five (5) parcels on Harrison Street. In FY 2024, OHA began a strategic analysis of these sites for potential redevelopment, which includes the large parcel at 15th Street & Harrison, 1801/1805 Harrison, and 1600 Harrison, that have been previously contemplated for redevelopment. OHA expended \$3,747,802 of MTW funds on this effort in FY 2024.

OHA expended \$1,500,000 of MTW funds towards the rehabilitation of Foothill Family Apartments, LP, in FY 2024. This is a 65-unit mixed-finance affordable housing development wholly owned by OHA and Oakland Housing Initiatives, a nonprofit affiliate of OHA.

OHA expended MTW funds for additional predevelopment work towards 500 Lake Park in the amount of \$245,997 in FY 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.

Friendship Senior Housing was awarded 34 PBVs by OHA to assist the 34 units at or below 30% AMI, as well as a development loan in the amount of \$2,100,000, of which \$1,570,598 was expended in FY 2024. This 50-unit project will serve very low-income seniors and has 10 units set aside for seniors who are at risk of homelessness with mental illness.

Lakehouse – East 12th Street is a 91-unit affordable family development that will serve very low-income families, 23 formerly homeless families, and transitional-aged foster youth. In addition to a RAS allocation described in Activity #10-06, OHA awarded the project a \$9,850,000 loan to fill the last financing gap prior to construction closing, of which \$8,542,649 has been expended in FY 2024.

OHA entered into an Option Agreement on May 2, 2024, to purchase a 103-unit property located at 401 Santa Clara Avenue in the Grand Lake neighborhood of Oakland. OHA expended \$522,435 towards this acquisition, including the option deposit and consulting fees for due diligence.

OHA expended \$138,378 to purchase the limited partner’s interest in two projects in FY 2024 – Lion Creek Crossings Phase III and Phase IV. In addition, OHA worked closely with the owners of four of the five projects at Lion Creek Crossings to evaluate the feasibility of the conversion of public housing to Project-Based Vouchers (PBV) under the Rental Assistance Demonstration (RAD) program. Shortly before the end of the FY, on June 26, 2024, OHA closed on the construction financing for the rehabilitation, resyndication, and RAD/Section 18 blend conversion of Lion Creek Crossings Phase I and Phase II, thus preserving 261 units of high-quality affordable housing. OHA expended \$79,121 of MTW funds on this effort in FY 2024.

Table 4: General Description of All Actual Capital Expenditures During the Plan Year

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

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B. Leasing Information

Actual Number of Households Served

Over the last FY, the rental market in Oakland remained relatively stable compared to other major US cities. According to Houzeo, Oakland is the 6th most expensive place to live in the U.S. due to high housing and transportation costs. Approximately 59% of housing units in Oakland are occupied by renters, who due to State laws and local protections experienced a 2.5% decrease in rent over the last year. The average monthly rent in Oakland remains high at \$2,008, 31% higher than the national average of \$1,536, according to Apartments.com. Due to high cost of living and high rents, to live comfortably in Oakland, a family needs to earn over, an estimated, \$80,300 a year.

Oakland's homeless population increase has slowed over the past two years. According to the latest Point-In-Time (PIT) Count, homelessness grew by 47% from 2017 to 2019 and by 24% from 2019 to 2022, while the 2024 PIT Count reported a 9% increase. The slower growth rate is in part due to improved collaboration between the City, County, and local partners. To address homelessness issues, OHA has worked on strengthening the relationship with Alameda County Housing and Homelessness Services to increase coordination and care for Oakland's homeless residents entering OHA housing.

OHA continued to successfully serve approximately 95 percent of the number of families possible through all MTW programs, marking a slight decrease from 97 percent in previous years. OHA saw a modest decrease in HCV utilization, while other OHA program utilization remained steady. The projected number of households served was 15,032, while OHA ultimately served 13,529 families, due to ongoing challenges with creeping participant attrition and difficulty finding stable housing through local owners. To address these issues, OHA created a holistic approach to housing stabilization, using

a cross-departmental team of staff differently to proactively address and resolve non-compliance program violations, like non-payment of rent to property owners or not completing recertifications, within enough time before initiation of the termination process.

Additionally, OHA developed the plan to open the HCV Waitlist for the first time in over a decade. The agency prioritized evaluating local needs, identified waitlist preferences, and analyzed best practices for managing waitlists with the current business system. Staff also explored the mechanism of using the Continuum of Care's Coordinated Entry list as a direct pipeline for applicants, so as to ensure as many households that were prioritized for housing gain access to the Authority's available opportunities. OHA also formally launched the Stakeholder and Community Engagement team, who worked to reduce complaints and with property owner industry groups to promote and advertise owner incentives.

The actual leasing outcomes and the number of families served by each program detailed below demonstrate OHA's focus on employing traditional tools as well as its commitment to developing new strategies to maximize the families served.

Public Housing

Both OHA-managed public housing sites as well as those managed by third-party property management companies maintained adequate leasing levels. Across the 13 sites, OHA maintained a 96.97 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,345 families each month, with 66 units offline for the Harrison Towers disposition.

Local, Non-traditional

Participation in OHA local, non-traditional programs (both tenant-based and property-based) remained consistent for long-term existing programs. The number of participants in the Local Housing Assistance Program (LHAP), a tenant-based program anti-displacement activity created during the 2010 disposition to allow tenants to remain housed even if they did not meet PBV income eligibility standards, decreased to 5 families.

The Sponsor-based Housing Assistance Program (SBHAP) maintained relatively steady participation with low turnover rates, but non-profit service providers reported struggles to find new landlords willing to participate in the program due to the volume of qualified, unsubsidized applicants in the market. The average monthly number of families served was 126. Staff turnover and retention continues to serve as one of the largest challenges with partners. Abode reported challenges with the referral process and the capacity of the referring agencies to submit accurate paperwork has led to delays in leasing. To address these challenges, the teams are working with analysts to improve participation and accuracy of applications. Another partner agency, First Place for Youth (FPFY), reported challenges with increased crises on youth participants, leading to delays due to the compassion and care required to

address the crisis impacts the ability to increase referrals. While there were challenges for the SBHAP partners, they also saw successes with participants gaining employment, self-confidence, and exploring educational opportunities.

Through the BBSRO program, OHA executed contracts with qualified owners, property managers, and developers in Oakland and provided operating subsidies for in-place service-enriched, single-room occupancy (SRO) units, shared housing and transitional housing units set aside for veterans, foster youth, or other special needs populations. The BBSRO program, detailed in Activity #11-03, served an average of 154 families, the projected number of families in the Plan.

The BB-Shared and Transitional program serves similar, high need populations as BBSRO but allows participants to share and transition out of the program, detailed in Activity #11-05. The program reported increased success, and served 36 families in FY 2024, two more families than projected.

OHA projected to serve 30 families per month in FY 2024 through the Building Bridges-CalWORKs program and successfully served an average of 25 families monthly. Challenges to achieving the projected goals were long eligibility screening times and the requirement that participants must stay employed to remain in the program.

The site-based family unification/re-entry program PACT served 2 families a month on average due to a number of challenges with the program, including lack of partner referrals. The Authority, in consultation with the ASCO, ultimately, phased out the program by the end of the FY.

Building Bridges Key to Home, launched during FY 2021, and successfully served 100% of the 23 families monthly during FY 2024.

OHA served approximately 157 families per month through tenant-based local, non-traditional (LNT) programs, and approximately 305 families through property-based building bridges programs. Overall, OHA served an average of 1,236 local non-traditional families through all LNT programs.

Housing Choice Voucher

During the reporting year, OHA worked diligently to increase voucher utilization using traditional and MTW related strategies. OHA absorbed all port-in vouchers, extended search times for voucher holders struggling to find units in the Housing Choice Voucher program, and used the portability restriction activity to limit ports to adjacent communities.

OHA used new innovative resources to assist HCV participants, including the security deposit assistance program, providing \$218,049 to 95 participants for security deposits based on one month of rent, and assisted 45 non-MTW families. Resources were dedicated to coaching participants on being

good prospective tenants and how to prepare competitive applications, assisting with 430 cases to address the challenging Oakland rental market for those with lack of credit and rental history. OHA utilized multiple methods to assist 11,000 families lease and retain their MTW Housing Choice Voucher during the year.

OHA continued extensive marketing and rollout of existing owner incentives to retain and recruit new owners and boost utilization. Most owner incentives were active for the entire FY, resulting in 225 new owners recruited. The pre-inspections activity was not active during the FY due to limited capacity and staffing inconsistencies. Owner recognition, education and other services were offered, and OHA hosted a hybrid owner appreciation day to allow for multiple forms of engagement. The full impact of the owner incentives, including details on the \$1,000 leasing bonus for new units and \$391,506 paid in vacancy loss, are discussed in Section IV, Activity #17-01.

Project-based Voucher

In FY 2024, OHA added an additional 149 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2024 plan, OHA indicated an additional 271 PBVs would be added throughout Oakland but did not reach that goal, as explained above in Section A. Housing Stock Information, Project-based Vouchers.

OHA executed two Housing Assistance Payment (HAP) contracts during the FY, at 95th and International and Casa Sueños (Fruitvale Transit Village - Phase IIB).

In July 2023, OHA executed a HAP contract at Acts Cherry Hill, formerly known as 95th and International, is located at the corner of International Boulevard and 94th Avenue. Acts Cherry Hill Apartments is a 55-unit, affordable, mixed-use development with a community-serving health clinic on the ground floor operated by La Clínica de La Raza, Inc. The property is 100% affordable housing development, 27 of them supported by OHA through PBVs. Acts Cherry Hill Apartments is a public-private partnership between the City of Oakland, Oakland Housing Authority, Acts Community Development Corporation, Related California, the California Strategic Growth Council and the California Department of Conservation.

OHA entered into a HAP contract with Casa Sueños in May 2024. Casa Sueños is a joint venture between The Unity Council and BRIDGE Housing partners and is supported by, HUD, The City of Oakland, Alameda County, and State partners. In addition to private and state funding, the Oakland Housing Authority will be subsidizing 75 units through project-based vouchers, valuing a nearly \$40 million investment over the next 20 years.

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

The Family and Community Partnerships Department (FCP) continued to facilitate community events and offer supportive services to attendees through various programs designed to assist residents in achieving self-sufficiency and life goals. The FCP program staff facilitated or co-supported several employment events and programs throughout the fiscal year which included digital literacy classes, student financial aid workshops, a summer job fair, and other events aimed at building community, of which 370 non-OHA residents participated.



FCP continued to operate its community food pantries to promote healthy food choices for all, including a partnership with DoorDash to deliver food bags to elderly and disabled residents living in Campbell Village and OAHPI developments. The on-site food pantry at Lockwood Gardens and Peralta Village implemented the client-choice shopping model, which supported 233 non-OHA residents with bags of food. Overall, OHA assisted 603 non-OHA residents with supportive services during the FY.

Table 5: Actual Number of Households Served

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

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	16,944	16,248	1,412	1,354
MTW Housing Choice Vouchers Utilized	142,032	131,568	11,836	10,964
Local, Non-Traditional: Tenant-Based	2,052	1,884	171	157
Local, Non-Traditional: Property-Based	19,356	12,948	1,613	1,079
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	170,448	162,648	14,204	13,554

* “Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** “Planned Number of Households to be Served” is calculated by dividing the “Planned Number of Unit Months Occupied/Leased” by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the “Planned” column should match the corresponding Annual MTW Plan.

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

The differences in planned versus actual families served is primarily due exceeding utilization targets in the housing choice voucher programs and falling short of targets in various LNT programs.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned ^^	Actual	Planned ^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) – new	756	1,488	63	124

	tax credit units in service as of FY 2024				
Property-Based	Fund Affordable Housing Development Activities (08-01) – Existing Tax credit units in service at beginning of FY 2024	10,572	8,904	881	742
Tenant-Based	Local Housing Assistance Program (10-06) – LHAP, SBHAP, BB-CalWORKS	2,052	1,884	171	157
Property-Based	Local Housing Assistance Program (10-06) BB-KTH	276	276	23	23
Property-Based	Local Housing Assistance Program (10-06) RAS	3,996	0	333	0
Property-Based	SRO/Studio Apartment Preservation Program (11-03) – Building Bridges	1,848	1,848	154	154
Property - Based	Local Housing Assistance Program (10-06) – DHAP	468	0	39	0
Property-Based	PBV Transitional Housing Programs (11-05)	408	432	34	36
Property-Based	SRO/Studio Apartment Preservation Program (11-03) - Homekey	432	0	36	0
Property-Based	Local Housing Assistance Program (09-02) – Coliseum Connections	600	0	50	0
Total		21,408	14,832	1,784	1,236
<p>* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable. ^^ Figures and text in the “Planned” column should match the corresponding Annual MTW Plan.</p>					
Households Receiving Local, Non-Traditional Services Only		Average Number of Households Per Month		Total Number of Households in the Plan Year	
Non-residents		50		603	

C. Discussion of any Actual Issues/Solutions Related to Leasing

MTW Public Housing

With vacancy rates hovering at approximately 3% or less, public housing did not experience leasing challenges that required substantial intervention. OHA committed to rightsizing families to appropriately sized units to continue to maximize efficient use of the housing stock and used the Standardized Transfer Policy to move families to appropriately sized or accessible units, when applicable, to maintain low vacancy rates.

MTW Housing Choice Voucher

As discussed in Actual Number of Households Served, the HCV program, OHA’s largest program, experienced challenges in maximizing utilization as applicants competed with unassisted renters for limited and expensive housing stock. OHA is working on solutions to address the challenges experienced in leasing HCVs including opening waitlists in the next FY for both tenant-based and property-based vouchers.

OHA offered rental assistance coaching and application preparation assistance using its Housing Navigator program, with two coordinators, to assist applicants present more competitive applications. Other strategies to increase utilization in the HCV program included:

- offering sign-on bonuses to recruit new units signed to a HAP contract (559 new owners added)
- vacancy loss funds to offset delays in re-leasing existing HCV units (103 owners participated), with an average of 58 days for a unit to be vacant (\$391,506 spent for MTW owners and \$20,876 spent for non-MTW owners)
- the Capital Improvement program awarded up to \$2,250 for approved repairs to bring units into HQS compliance, in FY 2024 \$20,640 was used to assist 13 MTW owners, and \$6,345 to assist non-MTW owners.

OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 149 new units under contract. A full description of OHA’s activities to commit and lease PBVs is available in [Section II A – Housing Stock Information](#) and [Appendix B](#).

Local, Non-Traditional

To leverage existing funds and services through systems alignment with City and County agencies, OHA continued its efforts to support the unsheltered population through local service-enriched housing for individuals with special needs, serving an average of 1,236 families in the various Local, Non-Traditional (LNT) programs.

OHA sustained its support for families through various local initiatives under the Building Bridges program, offering comprehensive wrap around services to Oakland families with unique leasing challenges. The targeted populations included individuals living in homeless encampments with mental health issues, those transitioning from the criminal justice system, emancipated foster youth and families participating in the CalWORKs program. By collaborating with experts, OHA provided supports and services to these households, striving to overcome the typical leasing challenges associated with the “hard to house” client base. Despite challenges, OHA and its partners remained dedicated to achieving sustained housing stability for these families.

Covid-19 significantly impacted LNT programs, as many people were reluctant to reside in congregate settings offered by some of these LNT housing programs. However, during FY 2024, many LNT programs finally began to experience higher occupancy rates. Notably, House of Dignity, a transitional housing program detailed in [Activity #11-05](#), reported an unprecedented number of clients successfully transition to permanent housing during 2024.

Table 6: Discussion of Any Actual Issues/Solutions Related to Leasing	
Discussion of any actual issues and solutions utilized in the MTW housing program listed.	
Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	With vacancy rates hovering at approximately 3% or less, public housing did not experience leasing challenges that required substantial intervention. OHA committed to rightsizing families to appropriately sized units to continue to maximize efficient use of the housing stock and used the Standardized Transfer Policy to move families to appropriately sized or accessible units, when applicable, to maintain low vacancy rates.

<p>MTW Housing Choice Voucher</p>	<p>As discussed in Actual Number of Households Served, the HCV program, OHA’s largest program, experienced challenges in maximizing utilization as applicants competed with unassisted renters for limited and expensive housing stock. OHA is working on solutions to address the challenges experienced in leasing HCVs including opening waitlists in the next FY for both tenant-based and property-based vouchers.</p> <p>OHA offered rental assistance coaching and application preparation assistance using its Housing Navigator program, with two coordinators, to assist applicants present more competitive applications. Other strategies to increase utilization in the HCV program included:</p> <ul style="list-style-type: none"> • offering sign-on bonuses to recruit new units signed to a HAP contract (559 new owners added) • vacancy loss funds to offset delays in re-leasing existing HCV units (103 owners participated), with an average of 58 days for a unit to be vacant (\$391,506 spent for MTW owners and \$20,876 spent for non-MTW owners) • the Capital Improvement program awarded up to \$2,250 for approved repairs to bring units into HQS compliance, in FY 2024 \$20,640 was used to assist 13 MTW owners, and \$6,345 to assist non-MTW owners. <p>OHA proactively continued leasing PBVs in pipeline from previous awards and RFQs and placed 149 new units under contract. A full description of OHA’s activities to commit and lease PBVs is available in Section II A – Housing Stock Information and Appendix B.</p>
<p>Local, Non-Traditional</p>	<p>To leverage existing funds and services through systems alignment with City and County agencies, OHA continued its efforts to support the unsheltered population through local service-enriched housing for individuals with special needs, serving an average of 1,236 families in the various Local, Non-Traditional (LNT) programs.</p> <p>OHA sustained its support for families through various local initiatives under the Building Bridges program, offering comprehensive wrap around services to Oakland families with unique leasing challenges. The targeted populations included individuals living in homeless encampments with mental health issues, those transitioning from the criminal justice system, emancipated foster youth and families participating in the CalWORKs program. By collaborating with experts, OHA provided supports and services to these households, striving to overcome the typical leasing challenges associated with the “hard to house” client base. Despite challenges, OHA and its partners remained dedicated to achieving sustained housing stability for these families.</p> <p>Covid-19 significantly impacted LNT programs, as many people were reluctant to reside in congregate settings offered by some of these LNT housing programs. However, during FY 2024, many LNT programs finally began to experience higher occupancy rates. Notably, House of Dignity, a transitional housing program detailed in Activity #11-05, reported an unprecedented number of clients successfully transition to permanent housing during 2024.</p>

Waiting List Information

Table 7: Actual Waiting List Information				
Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population served.				
Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open, or Closed	Was the Waiting List Opened During the Plan Year?
Housing Choice Voucher: Tenant-Based	Community Wide	0	Closed	No
Housing Choice Voucher: Project-Based – OHA Managed	Site-Based	0	Closed	No

Housing Choice Voucher: Project-Based – Third Party Managed	Site-Based (Third-Party Managed)	20,842	Yes	Yes
Public Housing- OHA Managed	Site-Based (OHA-Managed)	330	Closed	No
Public Housing – Third Party Managed	Site-Based (Third-Party Managed)	2,932	Yes	Yes

Please describe any duplication of applicants across waiting lists:
Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.

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

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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	Intake appointments were conducted at the end of 2023 for all remaining applicants on the waitlist, which was exhausted by the beginning of 2024. The Authority will open a new Housing Choice Voucher waitlist at the end of the 2024 calendar year.
Housing Choice Voucher: Project-Based OHA Managed	There were no changes to the OHA managed waitlist during the FY. The Authority will open a new Project-Based OHA Managed waitlist at the end of the 2024 calendar year.
Housing Choice Voucher: Project-Based- Third Party Managed	A number of these waitlists are continually open, including the Hamilton Apartments waitlist, and a number had open waitlists throughout the year.
Public Housing – OHA Managed	None
Public Housing- Third Party Managed	None.

D. Information on Statutory Objectives and Requirements

75% of Families Assisted Are Very Low-Income

Approximately, 96 percent of the families in OHA’s traditional programs were very low-income, which exceeds the statutory requirement by over 20 percent. The incomes of approximately 81 percent of the families served in local, non-traditional programs fell below the very low-income threshold, which amounts to \$77,850 annually for a family of four. Table 9 shows the breakdown of new families admitted into local, non-traditional programs and the corresponding Area Median Income (AMI) range.

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

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

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	9
49%-30% Area Median Income	40
Below 30% Area Median Income	90
Total Local, Non-Traditional Households Admitted	

Maintain Comparable Mix

As reported since FY 2010, the majority of the households on the public housing and HCV waitlists are one-person households. This demographic differs greatly from the percentage of one-person families that were served in the traditional programs prior to MTW. As a result, OHA witnessed a significant increase in the number of one-person households served in traditional programs and saw a corresponding decrease in three-, four-, five, and six-person households served. OHA has managed its MTW programs to meet the needs of the households on the waitlists and the shifting demographics of the local area. Additionally, the HCV program does not use family size as a selection criterion when selecting applicants from the waitlist, nor should it. Given that almost 90% of OHA households are served through the HCV program, the substantial shifts in the composition of family sizes, while remarkable, reflect non-MTW characteristics which are outside of the control of OHA.

Table 10: Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration

Baseline Mix of Family Sizes Served (upon entry to MTW)

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	705	3158	0	3,863	30%
2 Person	745	2853	0	3,598	29%
3 Person	596	1877	0	2,473	19%
4 Person	344	1318	0	1,662	13%
5 Person	169	588	0	757	6%
6 + Person	76	324	0	400	3%
Total	2,635	10,118	0	12,753	100%

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

Please describe the justification for any “Non-MTW Adjustments” give below

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan Year	Percentage of Households Served in Plan Year	Percentage Change from Baseline Year to Current Plan Year
1 Person	3,863	30%	6,027	45%	50%
2 Person	3,598	29%	3,594	27%	-7%
3 Person	2,473	19%	1,613	12%	-37%
4 Person	1,662	13%	1,274	9%	8%
5 Person	757	6%	602	4%	3%
6 + Person	400	3%	355	3%	2%
Total	12,753	100%	13,465	100%	100%

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

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

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

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

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

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

OHA implemented three activities that assisted households in achieving self-sufficiency goals. A total of 153 households met the requirements for self-sufficiency as defined for each respective activity. OHA continued to explore the definition of self-sufficiency for activities that were not yet implemented or on hold in order to establish clarity and consistency around the self-sufficiency goals for participant families.

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

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

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
PBV Transitional Housing Programs / 11-05	3	Number of PACT participants that move from the site with the notice of graduation
Alternative Recertification Schedules / 14-01	Due to business system limitations, OHA is unable to measure this metric at this time	Number of families that remain on a triennial or biennial recertification schedule throughout the fiscal year.
Program Extension for Households Receiving \$0 HAP / 10-02	112	Successful Exit during and after the 24 months
PBV Transitional Housing Programs / 11-05 – Building Bridges SRO, Shared and Transitional Housing	38	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	

Total Households Transitioned to Self Sufficiency 153

Section III. Proposed MTW Activities: HUD approval requested

All proposed activities that are granted approval by HUD are reported on in Section IV as “Approved Activities.”

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 accomplish. Each activity has been assigned a number based on the fiscal year in which the activity was identified and approved (e.g. 15-01 indicates that the activity was identified and approved in the FY 2015).

Table 12: Approved MTW Activities: HUD Approval Previously Granted

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
24-01	2024	Development of Local Forms	Allow OHA to develop local versions of HUD forms to streamline processing and address MTW policies and waivers.	Reduce costs to achieve greater cost effectiveness	Attachment C, Section C. 2, 4, 9, section D.1, D. 7, and section E.
20-01	2020	Emergency Relief from Interim Re-certifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8	-Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, C.11

			<p>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 	-Provide incentives for families with children to become economically self-sufficient	Section D.1.c Section D.2.a
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the Time Limit to add additional PBV units to an existing HAP contract.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7.
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	NYI	SRO/ Studio Apartment Project-based Preservation Program	Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service-enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a,b,C.D.4 Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower	In situations where a family becomes over housed as a result of conflicting	Increase housing choices	Attachment C, Section D.7

		HAP in PBV Units	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.		
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP program), Attachment C, D.1.f, D.1.a and D.3.a (LHAP Programs), C.D.4
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
10-08	2011	Redesign FSS Program	Redesigns the FSS Program to incorporate best practices in the industry and encourage partnerships with community-based programs and initiatives.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section E
10-09	2010	Altered Minimum Stay Requirement in PBV Units	Altered minimum stay requirement for existing tenants in units with PBV assistance.	Increase housing choices	Attachment C, Section D.7
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds
08-01	2008	Fund Affordable Housing Development Activities	Utilizes single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
07-01 (moved to 14-01)	2010	Triennial Income Recertification	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years. Eligible households receive automatic adjustments to rent in interim years based on published cost of living adjustments (COLA) to the subsidy program (i.e. SS, SSI, etc.)	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
06-01	2006	Site Based Wait Lists	Establishes site-based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

A. Implemented Activities

Table 13: Implemented Activities

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
24-01	2024	Development of Local Forms	Allow OHA to develop local versions of HUD forms to streamline processing and address MTW policies and waivers.	Reduce costs to achieve greater cost effectiveness	Attachment C, Section C. 2, 4, 9, section D.1, D. 7, and section E.
17-01	2017	Owner Incentives Program	Program to provide support and benefits to existing owners and incentives for owners to join the HCV program	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, Section D.1.d, D.5, B.1, D.1.a, B.1, and Single Fund Flexibility. Attachment D, Section D and Use of Funds
15-02	2016	Modified Utility Allowance Policy	Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.11, D.2.a
15-01	2016	Local Area Portability Reform	Revises portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.g
14-01	2016	Alternative Recertification Schedules	Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.4, D.1.c
12-01	2012	Eliminate Caps and Time Limits on PBV Allocations	Eliminates the cap on the total number of units the Authority can project-base the number of units that can be project-based in a development and the time limit to add additional PBV units to existing HAP contracts.	Increase housing choices	Attachment C, Section D.1.e, Section B.3, Section D.7
11-01	2011	PBV Occupancy Standards	Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program)	Increase housing choices	Attachment C, Section D.7
11-02	NYI	Standardized Transfer Policy	Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents.	Increase housing choices	Attachment D, Use of Funds
11-03	2017	SRO/ Studio Apartment Preservation Program	Develops a sub-program tailored to the needs of developments with SRO and studio units. OHA will commit long-term subsidies to developments where there is a need to preserve the housing resource.	Increase housing choices	Attachment C, Section D.7
11-05	2011	PBV Transitional Housing Programs	Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the PACT Program, which provides transitional service enriched housing to mothers returning from prison to reunite with their children.	Increase housing choices	Attachment C, Section B.1, B.4, D.1.a, b, C.D.4 Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become	Attachment D, Use of Funds

				economically self-sufficient	
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.	Increase housing choices	Attachment C, Section D.1.f, D.1.a and D.3.a and C.D.4 (LHAP Programs), Attachment D, Use of Funds (SBHAP Program)
10-09	2010	Altered Minimum Stay Requirement in PBV Units	Altered minimum stay requirement for existing tenants in units that have PBV assistance.	Increase housing choices	Attachment C, Section D.7
08-01	2008	Fund Affordable Housing Development Activities	Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland.	Increase housing choices	Attachment D, Use of Funds
06-01	2006	Site Based Wait Lists	Establishes site-based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section C.1
06-02	2006	Allocation of PBV Units: Without Competitive Process	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process.	-Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.a
06-03	2006	Allocation of PBV Units: Using Existing Competitive Process	Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.	Reduce costs and achieve greater cost effectiveness -Increase housing choices	Attachment C, Section D.7.b

MTW Activity #24-01: Development of Local Forms

Plan Year Approved: 2024

Plan Year Implemented: 2024

Plan Year Amended: N/A

Description/Impact/Update: Under this initiative, OHA will develop local versions of forms, as needed, to address MTW policies, streamline processing, utilize “plain language”, and address local housing market features. OHA plans to develop local versions of the Project-Based Voucher (PBV) Housing Assistance Payment (HAP) contracts, the PBV Agreement to enter into a HAP contract, the Family Self-Sufficiency (FSS) Contract of Participation, and the Utility Allowance Schedule. OHA has already obtained HUD approval in previous years for modified versions of the following forms: the PBV Tenancy Addendum, the Request for Tenancy Approval, the Statement of Family Responsibility, the Housing Choice Voucher (HCV) HAP Contract, and the Authorization Release Form/ Privacy Act Notice. Consolidating the modified forms into one activity will save the agency time and money. Any changes to the HAP form will be submitted to HUD for review and will include language noting funding for the contract is subject to the availability of appropriations and other required provisions identified by HUD. Development of any local form must meet all applicable HUD requirements.

This activity addresses the statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures by simplifying forms used by program staff and participants. OHA anticipates this activity will reduce the administrative time and costs associated with non-MTW paperwork and achieve greater cost effectiveness in federal expenditures. OHA will be able to reduce costs and staff resources by simplifying forms and ensuring they are compatible with MTW policies.

While the benchmark was not achieved due to increased use of the modified forms, OHA still reduced staff time and cost spent on forms.

Planned Non-Significant Changes: None.

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 HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * .5 hours = \$23.47 cost per form	Cost of task after implementation of the activity = \$46.94 (Staff Salary) * .25 hours = \$11.73 cost per form =	Actual amount of total cost after implementation of the activity= \$11.73*106 hours spent= \$1,243	No. The forms with changes were used more frequently than anticipated.

		\$11.73 * 100 hours = \$1,173		
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CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Projected Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = .5 hours * households = 100	Expected amount of total staff time dedicated to the task after implementation of the activity = .25 hours * households = 50	Actual amount of total staff time dedicated to the task after implementation of the activity = .25hours * 424 households (% decrease) = 106 hours	No. The forms with changes were used more frequently than anticipated.

MTW Activity #17-01: Owner Incentives Program

Year Approved: 2017
Year Implemented: 2017
Year Amended: N/A

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



This activity offers a range of services that both support and retain existing HCV owners by providing enhanced services to existing owners, especially those that are high performers. OHA is also looking to recruit new owners by offering incentives to sign on. Through these incentives, OHA recruited 225 new owners during the FY. Program components are as follows:

- Vacancy loss payments of up to two months – HAP will be offered to existing HCV owners if they re-rent a unit previously occupied by an HCV tenant to another HCV participant within two months of contract cancellation. The average vacancy duration is approximately 59 days. Based on average HAP amounts, total costs for OHA to implement vacancy loss payments for FY 2024 was \$391,506 for MTW households, assisting 103 owners. In addition to MTW owners served, OHA assisted 6 non-MTW households, providing \$20,876.
- Pre-qualifying unit inspections will be offered to all HCV program owners to expedite the lease up process and minimize delays or losses due to inspections. Inspections will not be linked to a participant and allow owners up to 60 days to find a tenant once an inspection has been passed. No additional costs are anticipated. In FY 2024, OHA suspended expedited inspections

due to the COVID-19 pandemic and as the pandemic eased, staffing needed to be ramped up to re-instate these inspections. Resources were shifted to conduct regular move-in inspections and as a result, no pre-qualifying inspections were performed in FY 2024, but OHA anticipates using them during the next FY.

- Owner recognition program – Recognize long-term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long-term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component, and it is included for consistency of grouping like programs. In FY 2024, OHA hosted a hybrid owner appreciation event in July 2023.
- Leasing Incentive Payment – Provides an owner a payment of \$1,000 upon execution of a new lease with a new HCV participant. OHA had 589 new units execute HAP contracts in FY 2024 which is an increase of 12.5% from FY 2023. OHA paid \$589,000 in \$1,000 bonuses to owners for MTW households. Incentives were also paid to non-MTW households (VASH, Mainstream, EHV, and Tenant Protection Vouchers) owners in the amount of \$167,000.
- Capital Improvement Payment – Offer landlords who 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. These funds do not need to be repaid. In FY 2024, OHA paid \$20,640 to 13 MTW Owners, with an additional \$6,345 payments made to non-MTW owners, one to a VASH owner, and 4 to make HQS fail related repairs through the EHV program.

Actual Non-Significant Changes: OHA planned to implement three new incentives during the FY, but only implemented the Security Deposit Assistance program, to pay for up to one month’s rent – applicable to all voucher programs. The Application Fee assistance and the Owner Referral Bonuses were not implemented during the FY.

- *Security Deposit Assistance* – OHA assisted 95 MTW households with security deposits, totaling assistance of \$218,049. Averaging \$2,295 per household assisted. \$107,558 non-MTW dollars were used for non-MTW households.

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

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

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

Standard OHA Metrics

Number of New Landlords Recruited by Payment Incentive

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new landlords where sign on payment was an incentive to enroll in HCV program	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 0	Average number of new landlords where sign on payment was an incentive to enroll in HCV program = 13 (17% increase)	Actual number of new landlords where sign on payment was an incentive to enroll in HCV program = 225	Yes. OHA greatly exceeded the benchmark.

Standard HUD Metrics

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Pre-qualifying inspections	Cost of task prior to implementation of the activity = (staff salary) * .25 hours * number of files = (\$46.14 * .25) * 1,222 = \$14,096	Cost of task after implementation of the activity = (staff salary) * .10 hours * number of files = (\$46.14 * .10) * 800 = \$3,691	Actual cost of task in dollars after implementation of activity = \$46.14* .10 hours * 56 = \$258	Yes.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Pre-qualifying inspections	Total amount of staff time dedicated to the task prior to implementation of the activity = .25 hours * 1,222 households = 305 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 800 households = 80 hours	Actual amount of total staff time dedicated to the task after implementation of the activity = .10 hours * 56 = 5.6 hours	Yes. It was exceeded.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease). Pre-qualifying inspections	Average error rate of task prior to implementation of the activity as a percentage = 20% (decrease)	Expected error rate of task after implementation of the activity as a percentage = 15% (decrease)	Actual error rate of task after implementation of the activity as a percentage (decrease) = 15%	Yes.

MTW Activity #15-01: Local Area Portability Reform

Year Approved: 2015
Year Implemented: 2015
Year Amended: N/A

Description/Impact/Update: A local area portability policy to limit elective moves to jurisdictions within the nine Bay Area counties identified by the Association of Bay Area Governments: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County, Solano County, and Sonoma County. While the objective of the Housing Choice Voucher program is to provide increased housing options for families, OHA has found when many households exercise the option to move with their vouchers to neighboring housing authorities, especially those

without MTW programs or with higher payment standards, it creates an administrative burden. This activity is designed to allow OHA to mitigate the number and areas of concentration of port out requests, and their negative impact on program administration and self-sufficiency goals. In FY2016, it was implemented in five counties. The policy will be expanded in the future to include additional jurisdictions as needed.

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

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

OHA allowed current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction. During FY 2024, OHA received a total of 606 requests for portability compared to the baseline of 1,100 total requests which is a drop of 45% in port requests overall. Of the 606 requests received, 367 (61% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015. In FY 2024 many of the neighboring counties that were restricted did absorb ports. Four (4) requests to port were denied to a restricted county because the neighboring housing authority did not absorb them.

OHA is seeing a reduction in port outs due to this activity as neighboring counties have stopped absorbing ports. Historically OHA had over 1,200 housing choice vouchers ported to neighboring jurisdictions that have not been absorbed by the receiving jurisdiction. Currently OHA has 20 vouchers ported to neighboring jurisdictions, which have not been absorbed.

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

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Local Port-out Requests	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287	Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,643 (50% reduction)	Actual cost of task after implementation = \$25,840 (367 local port-out requests processed)	No.
Administering Local Port-outs	Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634	Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 400 port-out requests = \$18,776 (36% reduction)	Actual cost of task after implementation = \$1,127 (24 annual average of ports administered)	Yes. The benchmark was exceeded.
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921	Total expected cost of task after implementation of the activity = \$24,644 + \$18,776 = \$43,410 (57% reduction)	Actual cost of task after implementation = \$25,849 + \$1,127 = \$26,967 (72% reduction)	Yes. The benchmark was exceeded.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Local Port-Out Requests	Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1.5 hours * 367 requests = 551 hours	No.
Administering Local Port-outs	Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction)	Actual staff time dedicated to the task after implementation of the activity = 1 hour * 24 requests = 24 hours (98% reduction)	Yes. The benchmark was exceeded.

Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction)	Actual amount of total staff time dedicated to the task after implementation of the activity = 551 + 24 = 575 hours (73%reduction)	Yes. The benchmark was exceeded.
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MTW Activity #15-02: Modified Utility Allowance Policy

Year Approved: 2015
Year Implemented: 2015
Year Amended: N/A

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

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

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

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

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

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total average annual cost of task in dollars (decrease). Utility Allowance	Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year	Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction)	Actual cost of task after implementation of the activity = \$0	Yes.

Total cost of task in dollars (decrease). Utility Reimbursement Payment	Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year	Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction)	Actual cost of task after implementation of the activity (in dollars) = \$0 (100% reduction)	Yes. A reduction of 100% was achieved.
Total cost of task in dollars (decrease). Staff	Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 * .05) * 2,904 = \$6,699	Cost of task after to implementation of the activity = Zero (0)	Cost of task after implementation of the activity = (\$46.14*.05) *0= \$0 (100% reduction).	Yes. A reduction of 100% was achieved
Total cost of task in dollars.	Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 + \$6,699 = \$11,415,771	Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction)	Actual cost of task after implementation of the activity = \$0	Yes. A reduction was achieved.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours Utility Reimbursement Payment	Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 2,909 checks = 145 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours * 2,909 checks = 0 hours	Actual amount of staff time dedicated to the task after implementation of the activity = 0.05 hours * 0 checks = 0 hours	Yes. The Benchmark was achieved.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate in completing a task as a percentage prior to implementation = 5%	Expected error rate in completing a task as a percentage prior to implementation = 1%	Actual error rate in completing a task as a percentage prior to implementation = <.0001%	Yes.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher (HCV)	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$4,343,040 (0% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$16,402,000	Yes.

Rental revenue/total tenant payment in dollars (increase). Public Housing	Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116	Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase)	Public Housing sites have not implemented the activity	
Total rental revenue/total tenant payment in dollars (increase). Public Housing and HCV	Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156	Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase)	Not implemented	
Total rental revenue/total tenant payment in dollars (increase).	Total rental revenue prior to implementation of the activity (in dollars) \$4,343,040	Total expected rental revenue after implementation of the activity (in dollars) = \$6,565,500 (<1% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$16,402,000	Yes.

MTW Activity #14-01: Alternative Recertification Schedules

Year Approved: 2014

Year Implemented: 2014

Year Amended: 2017, 2020

Description/Impact/Update: Regulations require a household's income is recertified for program eligibility and rent calculations once a year. In FY 2007, MTW activity #07-01 was approved allowing for a triennial recertification schedule for elderly and/or disabled households on a fixed income in the Public Housing and HCV 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 HCV program and at two senior-designated properties in the Public Housing program. This schedule has been effective at reducing staff time and costs, as well as being less intrusive and time consuming for residents. Activity #14-01 incorporates changes made by Activity #07-01 and changes the recertification schedule for wage earning households to once every two years. All households that report no income, no income from wages, or temporary income remain on an annual recertification schedule to report increases in income. OHA and participant families will experience time savings related to the forgone re-certifications. Participant families on the biennial or triennial schedule may also see income savings as a result of OHA not recalculating rent portions during the interim. OHA will use this activity for RAD voucher holders.

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

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

Actual Significant Changes: No significant changes for this year.

Challenges in Achieving Benchmarks and Possible Strategies: OHA initiated the activity for the first year of implementation. OHA experienced challenges with implementation due to the new business

system, implemented in 2015, and met with the vendor to specify custom modifications to accommodate this activity. Due to system limitations that would cause staff to do manual overrides for recertification dates for all biennial and triennial families, OHA elected to continue with the select group of triennial families for which the activity had been implemented under #07-01.

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

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease). Triennial HCV Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$111,940	Expected cost of task after implementation of the activity = \$57,985 (48% reduction)	Actual cost of task in dollars after implementation of the activity = \$86,465	No. The benchmark was not achieved.
Total cost of task in dollars (decrease). Triennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity = \$42,000	Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction)	Actual cost of task in dollars after implementation of the activity = \$6,948	Yes. The benchmark was exceeded.
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)	Actual Cost of task in dollars after implementation of the activity = \$168,260	No.
Total cost of task in dollars (decrease). Biennial Public Housing Reexam Calculation	Cost of task prior to implementation of the activity (in dollars) = \$29,250	Expected cost of task after implementation of the activity = \$14,625 (50% reduction)	Not Implemented	
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars) = \$329,490	Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction)	Actual cost after implementation of the activity (in dollars) = \$86,465+\$6,948+\$168,260 = \$261,673	No
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Triennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction)	Actual amount of staff time to complete after implementation of the activity in hours = 1,518	No.

Total time to complete the task in staff hours (decrease). Triennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 102	Yes. The benchmark was exceeded by 88%. Due to conversion of Oak Groves (152units) & Harrison Tower conversion.
Total time to complete the task in staff hours (decrease). Biennial HCV Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction)	Actual amount of staff time to complete the task after implementation of the activity in hours = 2,954	No. The benchmark was not achieved.
Total time to complete the task in staff hours (decrease). Biennial Public Housing Reexam Calculation	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction)	Not Implemented	
Total time to complete the task in staff hours (decrease). Public housing and HCV	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)	Actual amount of staff time to complete the task after implementation of the activity (in hours) = 1,518+102+2,954=4,574	Yes.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase). Housing Choice Voucher and Public Housing	Rental revenue prior to implementation of activity = \$3,863,650	Expected rental revenue after implementation of the activity (in dollars) = \$5,096,518 (25% increase)	Actual rental revenue after implementation of the activity (in dollars) = \$16,402,000	Yes.

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase)	Actual average earned income of households affected by this policy after to implementation of the activity (in dollars) = Public Housing: \$23,040 (92% increase) HCV: \$25,628 (77% increase)	Yes

SS #3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Report the following information separately for each category:	Triennial families do not earn income – all sources are fixed. The components of this metric are not currently measured in OHA's business system.		
(1) Employed Full-Time			
(2) Employed Part-Time			
(3) Enrolled in an Educational Program			
(4) Enrolled in Job Training Program			
(5) Unemployed			
(6) Other-Drug Rehab Counseling			
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown		

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF prior to implementation of this activity = 100 households	Number of households receiving TANF after implementation of this activity = 1, 500 households (10% decrease)	Actual Number of households receiving TANF after implementation of this activity = 1,331 households	Yes.

SS #8: Households Transitioned to Self Sufficiency

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

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

Year Approved: 2012
 Year Implemented: 2012
 Year Amended: N/A

Description/Impact/Update: Eliminate caps on project-based voucher (PBV) allocations. Under the existing regulations, Public Housing Authorities (PHA) are limited to project-basing up to 20 percent (20%) of the amount of budget authority allocated to the PHA by HUD in the PHA voucher program. In addition, PHAs are limited to project-basing up to 25 percent (25%) of units in a single development. Previously, OHA has received approval in the FY 2010 MTW Plan to remove the cap on the number of PBVs allocated to a single development. This activity was expanded on the previously approved activity to eliminate caps on PBV allocations in all areas.

The Housing Opportunity Through Modernization Act (HOTMA) has increased the per project cap by allowing PBV allocations of up to the greater of 25% or 25 units in a project. Under HOTMA, OHA would be restricted to award PBV allocations of up to 20% of its ACC authorized units and the greater of 25% or 25 units per project. Since inception, OHA has contributed to the creation and preservation of 5,385 PBV assisted units. If the projects were limited to a 25% cap only 1,347 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,038 additional units. Table 14 provides a breakdown of the PBVs awarded by development about the 25% cap, although none were added during FY 2024.

Status Update: Ongoing. In FY 2024, OHA did not award any PBV project above the 25% CAP and, therefore, OHA did not utilize this MTW activity.

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

Table 14: Number of PBV Units Awarded Above the 25% Cap

Site Name	Total Units	25% of the Total Units	Total PBV Units Allowed	PBV Units Awarded Above the 25% Cap
Senior Housing				
Jack London Gateway Phase II	61	15	60	45
Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	62
Merritt Crossing (aka 6 th & Oak Apts.)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossing Phase V	128	32	127	95

Harrison Street Senior Housing	72	18	11	
Altenheim Senior Housing Phase I	93	23	23	
Bishop Roy C. Nicholas	17	4	16	12
Sylvester Rutledge Manor	64	16	64	48
Oak Street Apts.	39	9	25	16
Oak Grove North and South	152	38	152	114
3268 San Pablo (aka Monarch Homes)	51	13	50	37
Brooklyn Basin 2 (aka Vista Estero)	110	28	82	55
Friendship Senior Housing	50	13	34	21
Senior Housing Total	1229	306	972	674
Special Needs Housing				
Fairmount	31	8	16	8
Jefferson Oaks (aka Savoy)	102	25	101	76
California Hotel	137	34	135	101
1701 Martin Luther King Jr. Way	25	6	25	19
Redwood Hill Townhomes	28	7	28	21
Fruitvale Transit Village- Phase IIA	92	23	66	43
Embark Apartments	62	15	61	46
Rosa Parks	11	2	11	9
Eastside Arts & Housing	15	3	10	7
Empyrean	66	16	32	16
Nova Apartments	56	14	56	42
Civic Center TOD	40	10	20	10
95 th and International	55	14	27	13
Fruitvale Studios	24	6	12	6
Aurora Apartments	44	11	43	32
San Pablo Hotel	144	36	31	
Special Needs Housing Total	932	230	674	417
Family Affordable Housing				
Mandela Gateway	168	42	30	
Lion Creek Crossing Phase II	146	37	18	
Foothill Family	65	16	11	
14 th Street (Ironhorse)	99	25	20	
Lion Creek Crossing Phase IV	72	18	10	
St. Joseph Family	83	21	15	

Mural aka MacArthur Transit Village	90	23	22	
Ambassador Apartments	69	17	10	
Hismen Hin-Nu Terrace	92	23	10	
Town Center at Acorn	206	52	50	
3706 San Pablo (aka Estrella Vista)	87	22	20	
94 th and International	59	15	14	
Drachma Inc and LP	33	8	25	17
Oak Point Limited	31	7	15	8
James Lee Court	26	6	12	6
Drasin Manor	26	6	25	19
MacArthur Apartments	32	8	14	6
11 th and Jackson	71	17	35	18
Cathedral Gardens	100	25	43	18
460 Grand	68	17	34	17
Effie's House	21	5	10	5
Slim Jenkins	32	8	11	3
Marcus Garvey	22	6	10	5
Harp Plaza	20	5	19	14
Madison Park Apartments	98	24	96	72
Hugh Taylor House	43	10	35	25
Coliseum Place	59	14	37	23
Courtyards at Acorn	87	21	30	9
Oak Park Apts	35	8	10	2
Clinton Commons	55	11	16	5
Swan Market	18	4	10	6
Hamilton Apts.- (Mod Rehab Conv.)	92	23	92	69
International Blvd Apts.	30	7	18	11
Northgate Apts.	41	10	14	4
Stanley Avenue Lofts	24	6	13	7
Adeline Street Lofts	38	9	20	11
Westlake Christian Terrace West	200	50	121	71
Seven Directions	36	9	28	19
Fox Court Apts	80	20	33	13
Madsion Apts.	78	20	50	30
Kenneth Henry Ct	51	12	28	16
Camino 23	32	8	26	18
Brooklyn Basin 1 (aka Paseo Estero)	101	25	50	25
Brooklyn Basin 3 (aka Foon Lok West)	130	33	65	33
Ancora Place	77	19	31	12
West Grand and Brush	59	15	28	13

34 th and San Pablo	60	15	25	10
7 th and Campbell	79	20	39	19
3801 MLK	32	8	16	8
285 12 th Street	65	16	16	0
Fruitvale Transit Village- Phase IIB	181	45	75	30
Brooklyn Basin 4 (aka Foon Lok East)	123	31	61	30
Family Affordable Housing Total	2,486	610	1,566	726
OHA Former Public Housing				
OHA Scattered Sites (On going)	1,539	385	1,539	1,154
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
Former Public Housing Total	1,696	424	1,638	1,214
Total Units	6,343	1,570	4,850	3,031

*Family and Special Needs

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

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

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

Standard HUD Metrics

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity = Zero (0)	Expected households losing assistance/moving after implementation of the activity = Zero (0)	Number of households losing assistance/moving after implementation of the activity = Zero (0)	N/A.

Standard OHA Metrics

Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units	Expected number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 69 units Expected number of PBV units awarded above 20% of total units in voucher program =100 units	Actual number of PBV units awarded above the greater of 25 units or 25% of the total units in a project = 0 units Actual number of PBV units awarded above 20% of total units in voucher program = 0 units	No.
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Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity =100 units	Actual housing units preserved prior to implementation of the activity =0 units	No.

Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 50 households	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households	No.

Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = twenty-five (25) households	Actual number of households receiving these services after implementation of the activity = 0 households	No.

MTW Activity #11-01: PBV Occupancy Standards

Year Approved: 2011
Year Implemented: 2011
Year Amended: N/A

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

During the FY 2024, no new leases were executed under the Modified PBV occupancy standards. The outcomes of this activity largely depend on participant families requesting changes to household composition, and as a result, the activity was not utilized as much as expected. OHA plans to use this activity for RAD voucher holders.

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

Actual Changes to Metrics/Data Collection: No changes to the activity.

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

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

Standard HUD Metrics				
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households	Expected households losing assistance/moving after implementation of the activity = Zero (0) households	Number of households losing assistance/moving after implementation of the activity = 0 households (in-place families)	This activity was not used in FY 2024.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0 households (new lease ups)	This activity was not used in FY 2024.
Standard OHA Metrics				
Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 5 households	Number of households who qualified for a unit that would not have without this activity = 0 households.	This activity was not used in FY 2024.
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Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units Verify	Expected housing units preserved after implementation of the activity = 2 units	Actual housing units preserved after implementation of the activity = 0 units	This activity was not used in FY 2024.

Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 5 households	Actual number of households receiving these services after implementation of activity = 0 households are in sites with on-site services providers.	This activity was not used in FY 2024.

MTW Activity #11-02: Standardize Transfer Policy

Year Approved: 2011
Year Implemented: 2011
Year Amended: N/A

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

traditional programs (LNT) to the traditional section 8 and 9 authorized programs once a family has graduated from the LNT program and sufficiently demonstrated housing stability.

OHA used the activity in FY 2024 to move ten (10) households between public housing and a HCV or PBV due to confidential client emergency transfer (CCR) or transfer due to a reasonable accommodation. This was a slight decrease, down 28%, from FY 2023 because a greater number of the CCR requests moved within the HCV program.

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

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

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

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

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

Standard HUD Metrics				
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months)	Expected applicant time on waitlist after implementation of the activity (in months) =6 months	Actual applicant time on waitlist after implementation of the activity (in months) =6.4 months.	No, it was slightly longer than expected.
HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household give that type. Public Housing, PBV and HCV.	Households losing assistance prior to implementation of activity. 25 households	Expected households losing assistance after implementation of activity. 5 households	Actual households losing assistance after implementation of activity. Households. 0 Households.	Yes.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs) = 15	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = number of inter-program transfers that occur as result (emergencies, RAs, VAWA) = 10	No.
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HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving services aimed to increase housing choice prior to implementation of the activity = Zero (0) households	Expected households receiving services aimed to increase housing choice after implementation of the activity = 15 households	Actual households receiving services aimed to increase housing choice after implementation of the activity = 10 households	No.

CE #5: Increase in Agency Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue in dollars prior to implementation of the activity = \$35,201,999	Expected Rental revenue in dollars after implementation of the activity = \$1,500,000	Actual total Rental revenue in dollars after implementation of the activity = \$46,655,205	Yes.

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

Year Approved: 2011
Year Implemented: 2018
Year Amended: N/A

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

Due to high market rate rents and very low inventory of affordable housing, hard to house populations are being adversely affected, as developers opt to convert SRO housing to other uses. In FY 2024, OHA continued subsidizing households with Board approved partners to provide housing assistance with qualified owners, property managers, and developers of service enriched rental housing through the Building Bridges – SRO local program. All providers had existing service enriched single occupancy housing units, which were targeted to serve special needs populations. OHA partners, detailed below, served an average of 154 families per month. OHA did not meet the benchmark of 178 households

served through this activity due to Coliseum Way not completing construction, but it did meet the projected 154 Building Bridges families OHA projected to serve this year.

East Bay Asian Local Development Corporation (EBALDC) Madrone Hotel

Madrone Hotel is a 32-unit Single Room Occupancy residential building which provided housing for 26 households, composed of 1 person, with incomes at or below 60% AMI. The property is regulated by the California Tax Credit Allocation Committee under the Low-Income Housing Tax Credit (LIHTC) program and is also regulated by the City of Oakland under the HOME program.

Services are provided at the Madrone Hotel through a Resident Service Coordinator. The Resident Services Coordinator provides support for the diverse group of low-income residents living at the Madrone Hotel including residents who were formerly homeless and/or facing barriers including physical disability or mental health issues. Some resident's struggle with habitability issues. The onsite services coordinator assisted by providing cleaning products, garbage bags and assistance with obtaining outside services if needed.

EBALDC San Pablo Hotel

The San Pablo Hotel offers residents many supportive services from counseling to education and career supports. Resident Services provided individual support, like one-on-one counseling, to ensure residents are remaining housed. Resident Services additionally connected residents with resources, provided budgeting assistance, and worked with residents failing room inspections, and reached out to residents with lease violations. Basic supports and referrals for employment services were available to assist workable residents, based on individual interest and needs. Residents could access a computer lab to apply for work or to develop resumes.

Resources for Community Development (RCD) Harrison Hotel

Harrison Hotel is SRO Site and houses those transitioning from homelessness or those individuals who are homeless from shelters, the street or couch surfing, and individuals who are staying in units which are temporary housing. The population we serve are those individuals dealing with mental health issues, physical health issues, substance abuse issues, living with HIV/AIDS or a combination of any of the above.

The goal of the Harrison Hotel is to provide permanent supportive housing, stability and the opportunity to transition other housing, if so desired, and giving those housed a place to call home. Each resident has their own unit with a private and/or shared private bathroom. A shared community kitchen, two shared community room spaces and a community laundry room. These spaces allow for privacy, community sharing and a space they can each enter and use with freedom.

One of the challenges is the use of shared bathroom spaces. Each resident would prefer their own bathroom but as the building has been constructed this has not proved possible, but as time progresses the residents have learned to share the bathroom space and there are less conflicts. Harrison Hotel served an average of 18 residents every month, in SROs.

Homekey

In 2021, California’s Department of Housing & Community Development announced \$1.45 billion in funding through the Homekey Program to enhance housing for individuals experiencing or at risk of homelessness, particularly those impacted by Covid-19. The City of Oakland’s Department of Housing and Community Development issued a Request for Proposals for joint applicants for Homekey funding. OHA submitted the Inn at Coliseum Way project for review. The City of Oakland approved the project and proceeded as a co-applicants.

The Inn at Coliseum Way is located at 4801 Coliseum Way. The project received significant funding through the State of California’s Project Homekey initiative in 2021 and entails the conversion of an underutilized motel into 36 units of permanent supportive housing (plus one manager’s unit). OHA awarded a \$4,572,041 RAS to assist the 36 units for formerly homeless persons.

After significant building permitting delays, construction finally started in September 2023 and is expected to be complete in October 2024.

OHA’s other proposed projects did not receive Homekey funding.

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

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

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

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

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a 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	Number of households who were prevented from losing assistance/moving after implementation of the activity = zero	Yes.
HC#1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a	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 = 178 units Building Bridges -	Number of housing units of this type after implementation of the activity = 154 units from	No. The Coliseum Way units were not completed during the FY, which impacted the outcome.

result of the activity (increase). If units reach a specific type of household, give that type in this box.		(154) units and Homekey Coliseum Way (24) units	the building bridges program	
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HC#2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0) units	Expected housing units preserved after implementation of the activity = 178 units; Building Bridges - (154) units and Homekey Coliseum Way (24) units	Number of housing units preserved after implementation of the activity= 154 units	No. The Coliseum Way units were not completed during the FY, which impacted the outcome.

HC#5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 178 households; Building Bridges - (154) units and Homekey Coliseum Way (24) units	Number of households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 154 households	No. The Coliseum Way units were not completed during the FY, which impacted the outcome.

HC#7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0) households	Expected number of households receiving these services after implementation of the activity = 178 households; Building Bridges - (154) units and Homekey Coliseum Way (24) units	Number of households receiving these services after implementation of the activity = 154 households	No. The Coliseum Way units were not completed during the FY, which impacted the outcome.

MTW Activity #11-05: PBV Transitional Housing Program

Year Approved: 2011
Year Implemented: 2011
Year Amended: N/A

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

Parents And Children Together (PACT)

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



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



Along with the primary program partners Alameda County Sheriff's Office (ACSO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, OHA continued to determine the strategic direction and led the multi-partner board to address program improvements. Additions to the program structure included a sober living agreement; an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults.



Families assisted under this activity represent some of the local, non-traditional households served by OHA. Overall, on average, three families participated in the program per month with no new admissions during the FY. Of the three families served, three graduated to assistance through traditional programs.

Through the PACT program resources, participants worked to become employed and increase their incomes through steady employment. The average earned income for participant households in FY 2024 was \$3,085. OHA relied on its Family and Community Partnerships Department to provide skill building and job development workshops that helped increase the employability of the PACT participants. Some of the key partnerships and events throughout the FY were:



- OHA hosted a holiday party in partnership with OHAPD where families received gifts, dinner, and took pictures with Santa Clause
- FCP welcomed families to job fairs, career development workshops, as well as digital equity classes.
- Food bank access was provided for families throughout Oakland
- OHA provided financial assistance in purchasing a Thanksgiving meal

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

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA experienced challenges with receiving referrals for the program. OHA is investigating strategies to improve the administration of the program in terms of agreements versus leases and other options by examining implementation of these types of programs by other MTW agencies.

Standard HUD Metrics PACT Program				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 15 households (PACT)	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 2 households average (3 total)	No.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 15 households	Number of households receiving these services after implementation of the activity = 2 households	No.
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Standard OHA Metrics

Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of households who would not qualify for an available unit based on household composition = Zero (0) households	Expected housing units of this type after implementation of the activity = 8 households	Average number of households made available after implementation of this activity = 2 households	No.

Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = Zero (0)	Average earned income of households affected by this policy in dollars after implementation of this activity = \$10,000 (1040 hours at \$12.55 minimum wage) - PACT	Average earned income of households affected by this policy in dollars = \$3,085.50	No. PACT did not achieve the benchmark.

Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$100 in dollars	Amount of savings/escrow of households after implementation of this policy = \$70 dollars	No.

Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Report the following information separately for each category:				
(1) Employed Full-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed at during program = Zero (0)	Number of participants employed at during program = 0	No.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 1	No.
(3) Enrolled in an Educational Program	Number of participants in educational program at start of program = Zero (0)	Number of participants in educational program during program = Three (3)	Number of participants in educational program during program = 0	No.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 0	No.
(5) Unemployed	Number of participants unemployed at start of program = Eight (8)	Number of participants unemployed during program = six (6)	Number of participants unemployed during program = 2	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab = eight (8)	Number of participants in drug rehab =0 participants	No.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				

Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance = eight (8)	Number of households receiving TANF assistance during program = 2	No.

Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 10 households	Number of households receiving these services after implementation of the activity = 0 households	No.

Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	OHA's current business system and partner does not have the capacity to accurately measure this metric. The partner agencies were not obligated to track this information during the fiscal year. OHA will explore a customization to track this information with the business system vendor.			

Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)	Expected number of households transitioned to self-sufficiency after implementation of this activity = 3 households	Number of households transitioned to self-sufficiency after implementation of this activity = 3 Households	Yes.

Building Bridges – Shared and Transitional Housing

In FY 2018, OHA implemented the Building Bridges (BB) initiative, which is comprised of several local programs. The BB-Shared and BB-Transitional local programs are designed to develop a model of targeting housing resources, alongside supportive services funding, toward a household to dramatically improve outcomes for the household through County, City and housing authority systems alignment. In FY 2024, existing partners continued to provide BB-Transitional housing to several hard to house populations.



Operation Dignity (SRO-Transitional)

House of Dignity (585 8th St. in Oakland) provided shelter and transitional housing to male veterans who are homeless. They offered 30 beds of transitional housing and 15 of shelter, as well as 9 rooms dedicated to permanent housing (including HUD-VASH). This program offered up to two years of transitional housing combined with supportive services to help veterans exit to permanent housing and connect to community services to support their housing stability and began serving families through Building Bridges in November 2017. The pandemic brought significant challenges as many people did not want to be in a congregate setting, like House of Dignity. In FY 2024, House of Dignity is now serving close to full occupancy, with case managers reporting having the most clients ever getting VASH vouchers and securing permanent housing.

During FY 2024, the total dollar value of supportive services was \$561,008, which equates to \$28,050 average dollar amount of supportive services per participant.

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

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

FITs goal is to permanently house families within six months and ensure they have stable employment to remain housed. The program helps families acquire the necessary tools to care for their mental health and enroll all school-age children in school and or daycare. There were many success stories during the FY from families being housed for the first time ever, among which were two women who received full custody of their children while being housed at MCFIT. One challenge of the program is encouraging families to pay rent. Educating residents on the value of consistently pay rent while on the program will set them up for success when they leave as it is critical to stay housed. During this year, the Patelco Credit Union classes were reinstated, and provided on-site sessions on financial literacy, saving strategies, budgeting basics and ways to improve credit.

FIT started serving families through Building Bridges in March 2018.

During FY 2024, the total dollar value of supportive services was \$70,000, which equates to \$14,000 average dollar amount of supportive services per participant.

City of Oakland – Matilda Cleveland (Transitional Housing)

The Matilda Cleveland (MC) Program is a 14-unit project for homeless families designed to assist families transitioning to permanent housing. All families were referred to MC through a Coordinated Entry process via the Family Front Door. Families enrolled in the project received various support services designed to help achieve self-sufficiency and locate permanent housing quickly. Families received access to case management, employment support services and access to mental health and housing search assistance. Specific goals of the project were:

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

MC joined the Building Bridges program in March 2018.

To promote self-sufficiency the program encourages families to participate in resident meetings once a month, where many resources are provided, including guest speakers to highlight jobs, trades and

other viable resources for the community. One of the challenges seen in the program is getting participants used to paying rent because when they graduate it is the only way they will stay housed.

During FY 2024, the total dollar value of supportive services was \$108,889, which equates to \$48,394 average dollar amount of supportive services per participant.

St. Mary's Presentation House (Shared Housing)

St. Mary's offered homeless seniors the experience and support of structured congregate housing to prepare for independent living and provided on-site support designed to help seniors maintain their physical and mental health and sobriety. The primary goal of the shared, transitional housing program is to provide stabilizing support and resources to seniors so they can define their own goals, become and remain housed, and live healthier, happier lives in a community they contribute to. Ninety-five percent of the seniors are over age 55 and are either at risk of or were homelessness. Program objectives were:

1. Conduct quality assessments and ensure entry into appropriate programs and services like HMIS, Coordinated Entry System, mainstream benefits, and healthcare.
2. Provide quality, consistent case management services starting with development of a customized assessment and action plan, supervised by the Clinical Director.
3. Weekly meetings between Case Manager and each participant to address ongoing needs, provide necessary support and check in on goals.
4. Aid development of life skills and regular habits such as grocery shopping, paying rent, establishing savings, cleaning, and tending to hygiene needs to set a foundation of self-care practices and responsibility for independent living.
5. Provide opportunities to practice building communication skills through weekly community meetings to discuss house needs, conflicts and appreciations.

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

During the FY, four participants successfully transitioned into permanent and affordable senior housing. Additionally, St. Mary's facilitated the move of three seniors into our Transitional Housing program at Presentation.

The total dollar value of supportive services was \$142,650, which equates to \$15,851 average dollar amount of supportive services per participant.

Peter Babcock House (Shared Housing)

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

During FY 2024, the total dollar value of supportive services was \$18,000, which equates to \$3,600 average dollar amount of supportive services per participant.

St. Mary's Closer to Home (Shared Housing)

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

St. Mary's Center operates Closer to Home, a transitional housing facility with seven (7) single-room occupancy units, common kitchen and living areas, to support Seniors 55 years of age and older in becoming and remaining housed. In coordination with our robust case management and community center activities, transitional housing offers an important bridge to the primary goal – sustainable permanent housing.

The most prevalent systemic challenges for the Seniors in Oakland are diverse, but include:

- Limited access to all types of housing: affordable permanent housing; emergency housing such as shelter; and transitional/interim/bridge housing.
- High levels of chronic poverty including large numbers of Seniors living on low fixed incomes like Social Security income (SSI) and Social Security Disability Income (SSDI)
- Social isolation and a lack of a significant family and friend's network.
- High levels of physical illness in conjunction with low levels of consistent, affordable, and understandable medical care.
- Mental health issues and substance use disorders often correlated to suffering from untreated trauma that occurred pre, during, and post homelessness and race-based traumatic stress due to the large racial disparity in homelessness.

Closer To Home (CTH) participants moved 3 participants into permanent, affordable housing during the 2024 FY, of the 7 seniors who moved into PSH 3 came from the CTH program. St. Mary's also moved 4 new seniors into our transitional housing program at Closer to Home.

During FY 2024, the total dollar value of supportive services was \$145,471, which equates to \$20,784 average dollar amount of supportive services per participant.

St. Mary Friendly Manor (Shared Housing)

In December 2021, three plumbing issues erupted and required assessment of livability: a roof leak, corroded pipe on the third floor leaked through acoustical tile on the first floor; and sewage seepage in the basement connection to the main. After making short-term repairs, St. Mary's Center staff made the decision to relocate six remaining program participants, placing all in transitional housing immediately, and securing permanent housing for all six by December 2022.

St. Mary's Center's Board of Directors, after long discussion, entered a contract with a local non-profit to transfer ownership of Friendly Manor to an experienced, mission-aligned operator of transitional housing. The new operator was able to submit an application for City of Oakland R2H2 funding now pending with the State of California. We anticipate an answer in early Fall 2024.

No families were served in FY 2024.

Actual Non-Significant Changes: As both MC and FIT are facilitated through the City of Oakland, during the FY the city combined them into a single program. Plan and reports after FY 2024, will refer to the program as MCFIT, described as a six-month Transitional Housing program for families. The program helps families find permanent housing, jobs and other key resources to sustain housing. The population served includes families from East Oakland, Alameda County and surrounding areas. Our families are very diverse, and we also accept men with children in our program.

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

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

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

Standard HUD Metrics Building Bridges Program HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 34 households	Households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 36 households	Yes.
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity = Zero (0)	Expected number of households receiving these services after implementation of the activity = 34 households	Number of households receiving these services after implementation of the activity = 36 households	Yes.
Standard OHA Metrics Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units	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 = 34 households	Average number of households made available after implementation of this activity = 36 households	Yes.

reach a specific type of household, give that type in this box.				
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Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy in dollars prior to implementation of this activity = \$0	Average earned income of households affected by this policy in dollars after implementation of this activity = \$12,425	Average earned income of households affected by this policy in dollars = \$1,294	No.

Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average amount of savings/escrow of households prior to this policy = Zero (0) in dollars.	Average amount of savings/escrow of households after implementation of this policy = \$0 in dollars	Amount of savings/escrow of households after implementation of this policy = \$232 dollars	Yes, although this is not a comprehensive amount. This average was based on five partners reporting this data, and one not collecting the data

Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = 3	Number of participants employed at during program = 10	Yes.
(2) Employed Part-Time	Number of participants employed at start of program = Zero (0)	Number of participants employed during program = Two (2)	Number of participants employed during program = 16	Yes.
(3) Enrolled in an Educational Program	Number of participants in educational program at start of program = Zero (0)	Number of participants in educational program during program = Three (3)	Number of participants in educational program during program = 3	Yes.
(4) Enrolled in Job Training Program	Number of participants in Job Training program at start of program = Zero (0)	Number of participants in Job Training program during program = one (1)	Number of participants in Job Training program during program = 3	Yes.

(5) Unemployed	Number of participants unemployed at start of program = 28	Number of participants unemployed during program = 31	Number of participants unemployed during program =31	No.
(6) Other – Drug Rehab Counseling	Number of participants in drug rehab =0	Number of participants in drug rehab =3	Number of participants in drug rehab = 13	Yes.
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.				Unknown.

Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance = zero (0)	Number of households receiving TANF assistance during program = 4	There was a reduction of 4 families from TANF.

Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Number of Households receiving services prior to implementation of the activity = Zero (0)	Expected number of Households receiving services after implementation of the activity = 34 households	Number of households receiving these services after implementation of the activity = 36 households	Yes.

Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars before implementation = Zero	Expected average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars after implementation = \$908	Actual average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars = \$0 (none of the households transitioned to a traditional subsidy)	No.

Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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<p>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.</p>	<p>Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0)</p>	<p>Expected number of households transitioned to self-sufficiency after implementation of this activity = 28 households</p>	<p>Number of households transitioned to self-sufficiency after implementation of this activity = 36 Households</p>	<p>Yes. The benchmark was exceeded, as self-sufficiency is defined as staying housed for at least 6 months for this activity.</p>
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MTW Activity #10-01: Specialized Housing Programs

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

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

OHA created the PACT program and implemented this activity in conjunction with Activity #11-05. The partnerships established with the ASCO, the Alameda County Behavioral Health Care Services (ACBHS) Department, and family supportive services subcontractors leveraged funds to provide services to participants of the PACT program. These funds were critical to the success and expansion of the existing PACT program.

In FY 2024, OHA had limited collaboration with community partners that dedicated staff to provide on-site case management and training and operational support funding from the Inmate Welfare Fund. OHA did not meet the benchmark in FY 2024, as no money was leveraged for the PACT program, although funds were leveraged for other OHA LNT families served.

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

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

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

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

Standard HUD Metrics

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars) = Zero (0)	Amount leveraged after implementation of the activity (in dollars) = \$250,000	Actual amount leveraged after implementation of the activity = \$0	No.

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

Year Approved: 2010
 Year Implemented: 2010
 Year Amended: N/A

Description/Impact/Update: Modify the HCV program rules to allow participants receiving a Housing Assistance Payment (HAP) of zero (\$0) to remain in the program for up to 12 months before being terminated from the program. The baselines for this activity are set at zero given that existing program regulations require all families that reach the zero HAP status are terminated after six months. Over the course of Fiscal Year 2024, 54 families are receiving zero HAP, with 30 families using the safety net of the additional 6 months on the program to maintain their income stability. During the year, 289 families dropped off zero hap status and are receiving assistance due to income changes and rent increases. One hundred and twelve (112) families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at zero HAP for 12 months. The outcomes demonstrate that while households can benefit from the protections provided under this activity, the majority of families return to subsidy due to various reasons and do not exit the program to “self-sufficiency” as it is defined. With the extremely competitive and expensive rental market in the Bay Area, families seem to opt for decreasing income or changing family composition over exiting the program. This outcome demonstrates the need for this activity, especially in times of increasing rents and a rental market with low inventory.

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

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

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

Challenges in Achieving Benchmarks and Possible Strategies: OHA continues to research strategies to encourage families to utilize the extension provided by the activity and achieve economic self-sufficiency by graduating and exiting from the Section 8 program. Given the very expensive housing market in Oakland, participants are afraid to leave the safety net of the option of continuing subsidy behind. Referrals to OHA’s Family and Community Partnerships Department are continuing to provide support and services to achieve self-sufficiency.

Standard HUD Metrics

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$47,711 for 109 households	Expected average earned income of households affected by this policy after implementation of the activity (in dollars) = \$75,368 (57% increase)	Actual average income of \$73,928	No, but it was very close to achieving the goal (98%).

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Number of households receiving TANF assistance prior to implementation of this activity = 20 households	Number of households receiving TANF assistance after implementation of this activity = 3	Number of Households receiving TANF = 6 households	No.

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average amount of Section 8 and/or 9 subsidy per household prior to implementation of this policy in dollars = \$995	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0 (100% decrease)	Average amount of Section 8 and/or 9 subsidy per household after implementation of this policy in dollars = \$0	Yes.

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average PHA rental revenue/HAP in dollars (increase) for the year	Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040	Expected rental revenue after implementation of the activity (in dollars) = \$9,004,999	Actual rental revenue after implementation of the activity (in dollars) = \$16,402,000	Yes.

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for	Number of households transitioned to self-sufficiency (self-termination from the program) = Zero (0) families	Number of households transitioned to self-sufficiency = 23 families	Actual number of households transitioned to self-sufficiency = 112 families	Yes. The benchmark was achieved and greatly exceeded. This achievement is in part due to families receiving the \$0 HAP assistance for the 24 months that

<p>"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.</p>				<p>this activity used to provide. It is now providing \$0 HAP for up to 12 months.</p>
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Standard OHA Metrics

Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<p>Number of households receiving services aimed to increase self-sufficiency (increase).</p>	<p>Number of households receiving services aimed to increase self-sufficiency (self-termination from the program) = Zero (0) families</p>	<p>Number of households receiving services aimed to increase self-sufficiency = 0 families</p>	<p>Actual number of households receiving services aimed to increase self-sufficiency = 0</p>	<p>Yes.</p>

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

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

Description/Impact/Update: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings. The anticipated impacts are to reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts. In FY 2024, OHA did not use this activity.

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

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

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

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

Standard HUD Metrics

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$70 (staff salary/hour) * 80 hours = \$5,600	Expected cost of task after implementation of the activity = \$70 * 10 hours = \$700	Task was not used in FY 2024.	N/A
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CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 10 hours/contract * 8 contracts = 80 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 1 contracts = 10 Hours	Task was not used in FY 2024.	N/A

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

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

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

Actual Non-significant Changes: On hold pending disposition approval.

Actual Changes to Metrics/Data Collection: OHA did not use this activity in FY 2024 for the disposition of public housing units as anticipated.

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

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

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$1,400 x 50 projects = \$70,000	Expected cost of task after implementation of the activity = \$2,200 * 6 AMP areas = \$13,200	Actual cost of task after implementation of the activity = zero	Activity was not used in FY 2024.
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CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 4 hours/contract * 50 contracts = 200 hours	Expected amount of total staff time dedicated to the task after implementation of the activity = 10 hours/contract * 6 contracts = 60 Hours	Actual amount of total staff time dedicated to the task after implementation of the activity = zero	Activity was not used in FY 2024.

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 500 units preserved	Actual housing units preserved after implementation of the activity = zero	Activity was not used in FY 2024.

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 60 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0)	Actual households losing assistance/moving after implementation of the activity (number) = Zero (0)	Activity was not used in FY 2024.

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

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

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

This activity was initiated in FY 2010 as a result of the conversion of public housing scattered site units to the PBV program. Families in former public housing scattered sites were allowed to remain in place with TPV assistance, which did not require enforcement of the minimum number of family members per bedroom size, as was the case with PBV units. This activity continues to be used for the former Public Housing sites, and for PBV sites to reduce vacancies when a smaller unit is unavailable and there are no appropriately sized families on the waitlist. In FY 2024, one family was assisted under this activity.

In the one instance, the family qualified for a two-bedroom unit while residing in a three-bedroom unit. The total HAP amount, if this activity was not utilized over FY 2024, would have been \$38,580. By utilizing this activity, OHA paid \$30,120 for the unit, for a savings of \$8,460.

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

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

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

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

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 60 units preserved	Actual housing units preserved after implementation of the activity = 1 unit preserved	No.
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). = \$645	Expected average subsidy per household affected by this policy after implementation of the activity = zero (in dollars).	Actual subsidy per household affected by this policy after implementation of the activity = Saved \$8,460 total HAP for the 1 unit.	Yes.
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HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number) = 0 units	Expected households losing assistance/moving after implementation of the activity (number) = Zero (0) units	Actual households losing assistance/moving after implementation of the activity (number) = 0	Yes.

MTW Activity #10-06: Local Housing Assistance Program

Year Approved: 2010
Year Implemented: 2010
Year Amended: N/A

Description/Impact/Update:
LHAP

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

Originally, 44 households were on this program. During FY 2024, only 5 households remained of the original LHAP families and no families elected to take their voucher and move.

SBHAP

OHA required SBHAP program participants to pay no more than 30% of their income towards rent, participants must meet the same income limits as the HCV program, and they must pass federal immigration eligibility requirements. All housing units subsidized must were required to meet the HQS. Participant families were assisted by providers contracted by the City of Oakland and received supportive services along with the housing assistance offered under the activity. OHA's contract with the City leveraged resources, expertise, and community connections to deliver housing related services to, on average, 87-100 hard-to-house households on an annual basis in Oakland. OHA implemented a Step Down program to allow program participants who have been stably housed for more than a year to transition to an HCV. Over the course of the FY, an average of 126 households were served per month, with the potential to serve up to 180 households.

One of the programs supported by SBHAP is First Place for Youth (FPFY), which supported young adults in the SBHAP program with a variety of services focused on education and employment. The goal of the My First Place (MFP) program is to provide safe and stable housing to youth while also providing intensive case management to support youth focus on their education and employment goals, and reduce instability experienced by these young people specifically regarding emotional, financial, housing, educational, and professional development. Unfortunately, an increase in crises has led to an increase in relocations for youth in the program, which is a challenge for the young people, their support systems, and FPFY team members. While navigating these issues, a major repercussion is often relocations, resulting in moving youth to a new unit. The time and labor required to accomplish this smoothly and respectfully impacts the ability to increase the roster of qualified youth. FPFY is just one of the partner agencies under the SBHAP program, OHA also partners with Abode, Roots, and Building Futures with Women and Children (BFWC) who all have unique challenges and successes. BFWC reported 7 families moved into permanent housing through HCVs, as well as many career successes for their participants.

BB-CalWORKs

The Building Bridges – CalWORKs is designed to provide a stable shallow housing subsidy for 1-2 years for ACSSA clients who are actively engaged in a plan to achieve self-sufficiency. Specifically, the program serves employable, formerly homeless CalWORKs clients with the goal of stabilizing housing and improving outcomes for families and children. OHA and ACSSA have a referral process, billing procedures and forms and reporting requirements. ACSSA provides wrap around case management services to address employment barriers and assist with access to other needed community resources. Upon successful program completion, program participants may be referred to eligibility screening for an HCV. During FY 2024, this program served an average of 25 families per month.

Building Bridges Key To Home Program (BB-KTH)

Description

OHA partnered with the Oakland Affordable Housing Preservation Initiative (OAHPI), Alameda County Health Care Services (HCSA) and Abode Services to provide property-based housing assistance to up to 23 families through a new local housing assistance pilot program. The program provided 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 has 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 pay a flat rent based on AMI income category and sign an annual lease. Participants are re-certified for AMI status bi-annually. Supportive services and case management are provided by HCSA and Housing Consortium of the East Bay (HCEB). OHA plans to continue the program for a minimum of 15 years with an option to extend for 5 years, provided funding availability. OHA projects the costs to provide rental assistance for 15 years to 23 households to be \$9,279,000. If the program is extended another 5 years, the projected overall costs are \$12,372,000. Initial funding will be provided by CARES Act and MTW funds and subsequent years will be funded through MTW single fund flexibility.

Initially, vacant units are occupied by eligible Project Roomkey households and subsequently by Oakland families with children under 18 using the County’s coordinated assessment and entry system 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 the County offers 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 included 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.

During FY 2024, OHA served 100% of potential families, serving on average 23 families per month through BB-KTH.

Housing Disability Assistance Program (HDAP)

The Alameda County Health Care Services Agency (HCSA) received an influx of State Housing and Disability Advocacy Program (HDAP) one-time funds through the Alameda County Social Services Agency to provide housing support and related services to persons and families experiencing homelessness, specifically targeting those who are disabled and eligible for other public benefits. OHA did not take action on the HDAP during the FY.

Rental Assistance Subsidy (RAS)

The Oakland Housing Authority's Rental Assistance Subsidy (RAS) offers an important and streamlined source of funding that ensures the sustainable and healthy operation of properties to serve Extremely Low-Income households at or below 30% of the Area Median Income (AMI). The Oakland Housing Authority (OHA) intends to use RAS to support projects that will provide long-term affordable housing to Oakland's most vulnerable residents. The RAS is a fifteen (15) year subsidy that aims to fill any negative net income resulting primarily from minimal collectable rents from extremely low-income households.

The Phoenix

The Phoenix is a new 101-unit affordable family community, including 49-units set aside for chronically homeless households, sponsored by the East Bay Asian Local Development Corporation and Allied Housing / Abode. The project is located at 801 Pine Street in the West

Oakland Prescott neighborhood. Referrals to units shall be made through the local Coordinated Entry System (CES) for persons who are experiencing homelessness. The remainder of the units are designated for 50% and 60% AMI households.

The Phoenix will also include a 7,000 square foot community building which will house the property management offices, a community room, and a robust resident services program. The Phoenix is proposed to be constructed from Factory OS manufactured modules that will be installed more expeditiously than is typically possible for new construction projects.

The Phoenix is an integral part of a 316-unit mixed-income, mixed-use master plan. The master developer, Holliday Development, will construct the project and EBALDC / Allied Housing will acquire the “project” fully completed and ready for occupancy. The Authority will be providing up to \$3,112,566 in Rental Assistance Subsidy (RAS) funding to assist the 49 units targeting persons who are chronically homeless.

Construction started in August 2023 and is expected to be complete in February 2025.

The Inn at Coliseum Way

The Inn at Coliseum Way is located at 4801 Coliseum Way. The project received significant funding through the State of California’s Project Homekey initiative in 2021 and entails the conversion of an underutilized motel into 36 units of permanent supportive housing (plus one manager’s unit). OHA awarded a \$4,572,041 RAS to assist the 36 units for formerly homeless persons.

After significant building permitting delays, construction started in September 2023 and is expected to be complete in October 2024.

3050 International Blvd.

OHA is assisting Satellite Affordable Housing Associates (SAHA) to newly construct this mixed-use 76-unit project in the Fruitvale District will serve very low-to extremely low-income families, including 31 units set aside for families experiencing homelessness. This project is a joint venture between SAHA and the Native American Health Center and will include a 14,000 square foot health clinic and Native American cultural center. OHA awarded a \$2,538,000 RAS to assist the 44 units designated for formerly homeless individuals and families as well as extremely low-income households at or below 30% AMI.

Construction started in March 2024 and is expected to be complete in January 2026.

Lakehouse – 121 East 12th Street

OHA is assisting EBALDC to newly construct this 91-unit affordable family development located in the Eastlake neighborhood will serve very low-income families and formerly homeless families and transitional-aged foster youth. This project is the first of two new affordable housing developments on the “remainder parcels” that were created in 2013 when East 12th Street was re-aligned by the City of Oakland. OHA awarded a \$3,615,000 RAS to assist the 23 units designated for formerly homeless families and transition-aged foster youth.

Construction started in April 2024 and is expected to be complete in April 2026.

Lake Merritt BART Senior

Lake Merritt BART Senior is a 97-unit new construction affordable community for low- to extremely low-income seniors, including 44 units for formerly homeless seniors, located adjacent to the Lake Merritt BART station. The project is an integral part of the Lake Merritt BART Station Area Plan that will ultimately include approximately 500 residential units (both affordable and market rate) and a to-be-determined amount of office/commercial space. OHA awarded a \$7,091,070 RAS to assist the first phase of this master plan to support permanent supportive housing for seniors.

Construction is expected to begin in September 2024.

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

Actual Changes to Metrics/Data Collection: Changes in metrics are included in the table below. The RAS projects have been removed from the metrics table.

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

Challenges in Achieving Benchmarks and Possible Strategies:

SBHAP

During the FY, it was challenging to maintain and recruit new landlord participants. Partner agencies worked closely with OHA, clients and landlords to ensure any leasing challenges were addressed in a timely manner. The partners reported a number of challenges including families struggled to pay rent due to inadequate maternity leave pay, which the partners worked with the family to resolve through additional resources. Partners also experienced higher than expected staff turnover, which caused a high learning curve, slowing the admission of new enrollees, leading to delays in referrals due to inaccurate paperwork submissions. To address these issues, the partners have begun working with an analyst to improve agency participation.

CalWORKs

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

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP	Number of households who would not qualify for an available unit based on household composition = Zero (0)	Expected housing units of this type after implementation of the activity = 11	Actual housing units of this type after implementation of the activity = 6	No. These numbers are meant to decline as participants opt to move.
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 = 105	Actual housing units of this type after implementation of the activity = 126	Yes.
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 = 30	Actual housing units of this type after implementation of the activity = 25	No.
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	Actual housing units of this type after implementation of the activity = 23	Yes.
Homekey – Coliseum Way	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 = 12	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0	No. Construction was not completed on Coliseum way.
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 = 220	Total housing units of this type after implementation of the activity = 180	No, the projection was one household shy of achievement.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 11	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 6	No.
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 = 105	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 126	Yes.
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 = 30	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 25	No.
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	Actual housing units of this type after implementation of the activity = 23	Yes.
Homekey – Coliseum Way	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 = 12	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 0	No. Construction was not completed on Coliseum way.
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 = 181	Total actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 180	No, the projection was one household shy of achievement.

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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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 = 11	Actual number of households receiving these services after implementation of the activity =6	No.
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 =105	Total actual number of households receiving these services after implementation of the activity = 126	Yes.
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 =30	Total actual number of households receiving these services after implementation of the activity = 25	No.
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 actual number of households receiving these services after implementation of the activity = 23	Yes.
Homekey – Coliseum Way	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 = 12	Total actual number of households receiving these services after implementation of the activity = 0	No.
Total number of households receiving services aimed to increase housing choice (increase).	Total households receiving this type of service prior to implementation of the activity = Zero (0)	Total expected number of households receiving these services after implementation of the activity =181	Total actual number of households receiving these services after implementation of the activity = 180	No, the projection was one household shy of achievement.

MTW Activity #10-08: Redesign FSS Program

Plan Year Approved: 2010
Plan Year Implemented: 2021

Description/Impact/Update: OHA redesigned the Family Self Sufficiency (FSS) program utilizing best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives. OHA excludes all earnings above \$480 per year for the Head of Household (HOH) or spouse/co-head during the first two years of FSS participation if the HOH or spouse is attending school full time, analogous to the current exclusion for students. This would only be effective for new enrollees. OHA plans to use this activity for RAD voucher holders.

OHA also intends to implement a new method for calculating escrow credit. Escrow credit calculations will be based on an earned income range for the household. OHA has created a schedule with ranges for earned income corresponding with the escrow credit a household will receive as an FSS participant. This will simplify the escrow calculation, which is currently a 22-step calculation process, which is complicated to explain to residents and to audit. See Table A below:

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

To widen the reach of the FSS program, housing program participants in MTW local programs can participate in the redesigned FSS program. Programs such as PACT (Activity 11-05) have supportive services to facilitate job training and workforce development skills and can benefit from FSS services and escrow accumulation. Residents that are managed by third-party property managers in mixed-finance sites will be allowed to apply for FSS participation.

During FY 2023, OHA concluded work with our business software vendor on the custom programming needed to implement the FSS redesign. OHA has implemented the necessary changes to the business software and began enrolling program participants effective 4/1/2023.

OHA continued planning to determine the most effective method to allow public housing residents from third-party managed properties to enroll in the FSS program. These properties use business software that does not administer the FSS program. OHA will continue to plan and research the most effective method to allow these residents to participate effectively.

In accordance with the Final Rule, effective June 17, 2022, implementing the re-authorization of the FSS program, OHA updated its FSS Action Plan to incorporate the required changes, and received HUD approval in December 2022. As a result, OHA implemented the modified escrow schedule, HOH/Co-HOH/Spouse full-time student exclusion, and the ability for program participants in MTW local non-traditional programs to enroll in FSS in Q4 of FY 2023.

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

Actual 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.

Actual Significant Changes: There were no significant changes.

Challenges in Achieving Benchmarks and Possible Strategies: Many of new FSS program participants were unemployed at enrollment which reduced the average earned income of program participants to fall below the baseline average. OHA plans to implement the following strategies to achieve the benchmark with the following activities:

- Implement job training and skill development programs to provide opportunities for participants to learn new skills and gain qualifications that are in demand in the job market.
- Job placement services: Offer support in finding and applying for job openings, including resume writing assistance and interview coaching to reduce the need for TANF.
- Partner with employers: Build relationships with local businesses and organizations to create job opportunities for individuals seeking employment.
- Provide financial incentives: Offer incentives such as subsidies to employers who hire OHA participants who have been unemployed for an extended period.
- Support entrepreneurship: Offer resources and support for participants who want to start their own businesses, including access to funding, mentorship, and networking opportunities.
- Address barriers to employment: Identify and address systemic barriers such as lack of access to transportation or childcare, and inadequate education or training opportunities.
- Promote job retention: Provide support services to help individuals maintain employment, such as counseling, financial literacy training, and access to affordable healthcare.
- Collaboration with community organizations: Work with local non-profits, government agencies, and other stakeholders to develop comprehensive strategies for increasing employment opportunities and reducing poverty in the community.

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in	Expected average earned income of households affected by this policy prior to implementation of the	Actual average earned income of households affected by this policy after the implementation of the activity (in dollars) =	No. Families began enrollment in 4/2023, many unemployed which brought down the earned income. The

	dollars). \$26,317 for 188 households	activity (in dollars) = \$27,632.85 (5% increase)	\$25,800.23 for 177 households	strategies to improve this metric are listed above.
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SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	
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)	Actual average escrow of households affected by this policy after to implementation of the activity (in dollars) = =7,399.01 (38% increase) For 177 Household	Yes.

SS#3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	
Report the following information separately for each category:				
(a) Employed Full- Time	a) 67 Participants	a) 10 Participants	a) 82 participants	a) Yes
(b) Employed Part- Time	b) 30 Participants	b) 20 Participants	b) 21 participants	b) Yes
(c) Enrolled in an Educational Program	c) 16 Participants	c) 10 Participants	c) 15 participants	c) Yes
(d) Enrolled in Job Training Program	d) 1 Participant	d) 5 Participants	d) 12 participants	d) Yes
(e) Unemployed	e) 92 Participants	e) 10 Participants	e) 41 participants	e) No
(f) Other-Drug Rehab Counseling	f) 0 Participants	f) 0 Participants	f) 0 participants	f) Yes
Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Unknown			

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

Unit of Measurement	Baseline	Benchmark	Outcome	
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	Actual number of households receiving TANF after implementation of this activity= 28	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	
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	Actual number of households receiving services aimed to increase self-sufficiency after implementation = 81 Households	Yes

SS #6: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark		
Number of households transitioned to self-sufficiency (increase).	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	Actual number of households transitioned to self-sufficiency after implementation of this activity= 0 households	Yes

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

Year Approved: 2010
Year Implemented: 2010
Year Amended: 2019

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

OHA offered a 5:1 ratio of taking families from the HCV and the PBV transfer waitlist. The Tenancy Addendum form was modified to include the minimum stay requirement and was distributed to tenants when they moved into a PBV unit. For FY 2024, OHA required PBV households to meet a stay requirement of 2 years before requesting a housing choice voucher.

This activity did not apply to families: (1) with an approved Reasonable Accommodation that required them to move from their PBV unit, (2) who experienced a change in family composition that affected the size of the unit, or (3) who presented a compelling reason to move out of the PBV unit to the Executive Director for consideration. Circumstances surrounding requests to move, such as VAWA requirements, employment opportunities in other public housing jurisdictions and availability of tenant-based vouchers were considered. In FY 2024, no families remained on the transfer list and requests were not being taken because HCV were not being issued.

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

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

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

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

Standard HUD Metrics

HC #3: Decrease in Waitlist Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on waitlist in months (decrease)	Average applicant time on waitlist prior to implementation of the activity (in months) = zero	Expected applicant time on waitlist after implementation of the activity (in months) = 60	Actual applicant time on waitlist after implementation of the activity (in months) = 96	No.

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. (PBVs)	Number of households at or below 80% AMI that would lose assistance or need to move prior to implementation of the activity = Zero (0)	Expected number of households at or below 80% AMI that would have assistance preserved and not need to move after implementation of the activity = zero	Actual housing units Number of households at or below 80% AMI that would lose assistance or not need to move of this type after implementation of the activity = zero	Yes.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 10 households	Actual number of households able to move to a better unit after implementation of this activity = 0 units	No.

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

Year Approved: 2008
 Year Implemented: 2008
 Year Amended: N/A

Description/Impact/Update: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. These housing opportunities provide units under traditional programs and local, non-traditional units. This activity will create new and replacement affordable housing thereby increasing the housing choices for low-income households. An additional 98 units were modernized, 60 of which were in OHA's existing project-based

portfolio, the remaining 38 units were public housing. The chart of units in Appendix D shows the list of units in these developments and the status for all units under construction or rehabilitation.

OHA continues to develop affordable housing to expand opportunities for families in need. The Authority's current portfolio of projects and initiatives in development include:

- Brooklyn Basin – OHA, in partnership with the City of Oakland and MidPen Housing Corporation, have developed 465 units of affordable housing for low-income families and seniors as part of the new Brooklyn Basin waterfront master planned community. Project 4, Foon Lok East, closed on all construction financing, started construction in May 2022 and completed construction in March 2024. Foon Lok East will contribute 124 new units (61 with PBVs) for families and will complete this significant multi-phased affordable project that is an integral part of a new master planned community comprised of 3,100 new homes on the Oakland waterfront.



Brooklyn Basin –
Foon Lok West Lobby

- 285 12th Street - OHA partnered with the East Bay Asian Local Development Corporation (EBALDC) to construct a new affordable housing building with 65 units and 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near the 12th Street and Lake Merritt BART stations. The Authority awarded \$12,000,000 of MTW funds to EBALDC for the project. During FY 2024, OHA continued predevelopment loan disbursements to advance the project. The developer received an award of Infill Infrastructure Grant funding from the State of California and submitted unsuccessful applications for State Multifamily Housing Program and National Housing Trust Fund loans.
- Harrison Street Master Planning and Strategic Redevelopment – In addition to 1619 / 1621 Harrison Street (OHA's headquarters and the Harrison Tower senior residence), OHA owns five (5) parcels on Harrison Street in Downtown Oakland. In FY24, OHA began a strategic analysis of these sites for potential redevelopment, including the large parcel previously considered for redevelopment at 15th Street and Harrison. An expected outcome of this process is the selection of one (or more) high priority sites for new affordable housing.
- Mandela Station Affordable – Strategic Urban Development Alliance, Innovative Housing Opportunities, and Pacific West Communities are developing Mandela Station, a mixed-use transit-oriented development at the West Oakland BART station. Mandela Station includes a 240-unit affordable housing component. OHA is currently negotiating with the developers on providing a loan and PBVs to help finance the project. During FY 2024, OHA engaged in negotiations with developers on binding financial commitments. These negotiations are anticipated to be completed in FY25 and OHA may provide predevelopment funding to the Mandela Station Affordable project over the course of the next year.
- Harrison Tower – This 101-unit property, currently an OHA public housing site for seniors, was approved for a Section 18 Disposition in July 2018 along with Oak Grove Senior. This approval will allow the property to be refinanced utilizing tax-exempt bonds, conventional

debt, and low-income housing tax credits to modernize all building systems, renovate the 100 senior apartments and one (1) manager's unit as well as provide crucial seismic upgrades throughout the building, including the Authority's administrative headquarters on the 1st and 2nd floors.

- Foothill Family Apartments – Foothill Family Apartments, LP, is a 65-unit mixed-finance affordable housing development wholly owned by OHA and Oakland Housing Initiatives, a nonprofit affiliate of OHA. Foothill Family Apartments is approximately 20 years old and requires rehabs including replacement of unit heaters and water heaters; interior finishes including kitchens, bathrooms, flooring and paint; repair and remediation of moisture intrusion and dry rot on building trim, decks and trellises; exterior paint; landscaping; hardscape and playground structure replacement; and handicapped accessibility improvements. OHA submitted a RAD application for Foothill Family Apartments during FY 2024 and will apply for 4% tax credit funding in August 2024 in anticipation of closing the conversion in June 2025. OHA has authority to provide a loan to the project for the design and construction of the rehab.
- 500 Lake Park – OHA is assisting EAH Housing with development of a 53-unit affordable housing development at 500 Lake Park Avenue. The planned building, in the Grand Lake neighborhood, will also include 2,900 square feet of commercial space. OHA awarded \$7,500,000 of MTW funds to the project to purchase the site in June 2021 with the remaining funds disbursed as predevelopment funding. The Authority will also provide 18 project-based VASH vouchers. During FY 2024, OHA provided predevelopment financing to the 500 Lake Park project.
- Friendship Senior Housing – OHA is assisting Community Housing Development Corporation of North Richmond to newly construct this 50-unit affordable development to serve very low- to extremely low-income seniors in West Oakland. The project includes 10 units reserved for seniors with mental illness who are at risk of homelessness. OHA awarded 34 PBVs to assist the 34 units at or below 30% AMI and a development loan for \$2,100,000.
- 3050 International Boulevard – OHA is assisting Satellite Affordable Housing Associates (SAHA) to newly construct this mixed-use 76-unit project in the Fruitvale District to serve very low-to extremely low-income individuals, including formerly homeless families. This project is a joint venture between SAHA and the Native American Health Center and will include a 14,000 square foot health clinic and Native American cultural center. OHA awarded a \$2,538,000 RAS to assist the 44 units designated for formerly homeless individuals and families.
- Lakehouse – 121 East 12th Street – OHA is assisting EBALDC to newly construct this 91-unit affordable family development located in the Eastlake neighborhood that will serve very low-income families and formerly homeless families and transitional-aged foster youth. This project is the first of two new affordable housing developments on the “remainder parcels” created in 2013 when East 12th Street was re-aligned by the City of Oakland.

OHA awarded a \$3,615,000 RAS to assist the 23 units designated for formerly homeless families and transition-aged foster youth.

- 2700 International Boulevard – This 75-unit project will serve very low-income families and veterans experiencing homelessness with incomes between 30%-60% AMI. OHA awarded 19 VASH vouchers to the project sponsor, The Unity Council, and a development loan in the amount of \$3,800,000.
- Lake Merritt BART Senior (EBALDC) – a 97-unit new construction affordable community for low- to extremely low-income seniors, including 44 units for formerly homeless seniors, located adjacent to the Lake Merritt BART station. The project is an integral part of the Lake Merritt BART Station Area Plan that will ultimately include approximately 500 residential units (both affordable and market rate) and a to-be-determined amount of office/commercial space. OHA awarded a \$7,091,070 RAS to assist the first phase of this master plan to support permanent supportive housing for seniors.

Acquisition – OHA entered into an Option Agreement to purchase a 103-unit property located at 401 Santa Clara Avenue in the Grand Lake neighborhood of Oakland. The property formerly operated as market rate senior housing until damaged by a fire in late 2022 and has remained vacant through the present. During FY 2024, OHA conducted due diligence on the property and is seeking NEPA approval for the acquisition. The decision to purchase the property is contingent on the due diligence results, NEPA approval, and the financial feasibility of rehabilitating the property for use as affordable housing.

Buyouts – During FY 2024, OHA completed the investor buyouts in Lion Creek Crossings Phase III and Phase IV.

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

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

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

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

Standard HUD Metrics				
HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity = Zero (0)	Expected housing units of this type after implementation of the activity = 124 total units	Actual housing units of this type after implementation of the activity = 124 units were completed at Foon Lok East	Yes.
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HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity = Zero (0)	Expected housing units preserved after implementation of the activity = 50 OAHPI PBV units rehabbed.	Actual housing units of this type after implementation of the activity = 60 OAHPI units and 38 public housing units	Yes.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 124 total units	Actual number of households able to move to a better unit after implementation of this activity = 124 units	Yes.

MTW Activity #06-01: Site-Based Waitlists

Year Approved: 2006
Year Implemented: 2006
Year Amended: N/A

Description/Impact/Update: Establish site-based waitlists at all public housing sites, HOPE VI sites, and developments with PBV allocations. Overall, OHA saw mixed results with achieving a decrease in waitlist time due to site-based waitlists. Many factors influenced time spent on waitlists including low unit month vacancy rates and turnover of units. The error rate was determined using random file sampling as a result of an internal audit of specific waitlists. OHA will use this activity for RAD voucher holders.

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

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

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

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

OHA and Standard Metrics				
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Number of errors in completing task prior to implementation = 10%	Expected average rate of errors in completing the task after implementation = 5%	Actual average rate of errors in completing the task = 0% - no audit findings	Yes.
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Number of months applicants spent on centralized waitlist prior to implementation =60 months	Expected average number of months applicants spend on site-based waitlist per site	Actual average number of months applicants spent on waitlist	No.
Campbell Village	60 months	65 months	37 months	Yes.
Lockwood Gardens	60 months	48 months	78 months	No.
Peralta Villa	60 months	48 months	78 months	No.
Harrison Towers	60 months	48 months	N/A – due to pending disposition	N/A
Adel Court	60 months	60 months	116 months	No. This waitlist was open during the FY, in May. This will reset the average number of months on the waitlist for the next FY.
Palo Vista Gardens	60 months	24 months	53 months	No.
Linden Court	60 months	55 months	n/a months	No.
Mandela Gateway	60 months	55 months	14 months	Yes.
Chestnut Court	60 months	24 months	n/a months	No.

Foothill Family Apts	60 months	75 months	n/a months	No.
Lion Creek Crossing	60 months	24 months	27 months	No.
OHA Metric - Vacancy Rate per public housing site				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average vacancy rate per public housing site (unit month average as a percentage)	Vacancy rate per site prior to implementation = 2%	Expected vacancy rate per site = 2%	Actual Vacancy rate per site (percentage)	
Campbell Village	2%	2%	4.62%	No.
Lockwood Gardens	2%	2%	4.51%	No.
Peralta Villa	2%	2%	4.29%	No.
Harrison Towers	2%	2%	0.00%	Harrison leasing is suspended pending disposition and rehab.
Adel Court	2%	2%	2.50%	No.
Palo Vista Gardens	2%	2%	4.18%	No.
Linden Court	2%	2%	5.92%	No.
Mandela Gateway	2%	2%	5.98%	No.
Chestnut Court	2%	2%	5.81%	No.
Foothill Family Apts	2%	2%	2.50%	No.
Lion Creek Crossing I&II	2%	2%	1.26%	Yes.
Lion Creek Crossing III	2%	2%	0.9%	Yes.
Lion Creek Crossing IV	2%	2%	0.79%	Yes.

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

Year Approved: 2006
Year Implemented: 2006
Year Amended: N/A

Description/Impact/Update: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process.

Actual Non-Significant Changes: In FY 2024, OHA did not use this activity.

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Activity was not used	N/A
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per project award.	Activity was not used	N/A

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

Year Approved: 2006
Year Implemented: 2006
Year Amended: N/A

Description/Impact/Update: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process. This activity was created to reduce the administrative time and development costs associated with issuing an RFP and to increase housing choices by creating new or replacement affordable housing opportunities. In FY 2024, OHA did not use this activity.

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

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

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

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

Standard HUD Metrics				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity = \$7,500 per RFP	Expected cost of task after implementation of the activity = \$0	Zero projects were awarded PBV funding without an OHA administered RFP = Cost savings of \$0	OHA did not use the activity in FY 2024.
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP	Expected amount of total staff time dedicated to the task after implementation of the activity = 35 hours per RFP	Zero projects were awarded PBV funding without an OHA administered RFP = Time savings of \$0	OHA did not use the activity in FY 2024.

B. Not Yet Implemented Activities

Table 15: Approved MTW Activities Not Yet Implemented

Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
20-01	2020	Emergency Relief from Interim Recertifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C 4, Section D.1.c, and Use of Funds. Further authorizations are found in Attachment D, Section D, Use of Funds
17-02	2017	Automatic Rent Increase	Offer owners an automatic rent increase on the HAP contract anniversary date	Expanding housing choice and reduce costs to achieve greater cost effectiveness	Attachment C, D.2.b&c
13-01	2016	Rent Reform Pilot Program	Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where: <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 	<ul style="list-style-type: none"> -Reduce costs and achieve greater cost effectiveness -Provide incentives for families with children to become economically self-sufficient 	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a

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

Year Approved: 2022

Description/Impact/Update: The COVID-19 public health crisis in early 2020, has affected and will continue to affect program participants' incomes and their ability to pay rent. The crisis also imposed an incredible burden on OHA to manage hundreds of calls to modify income, request hardship, and reschedule cancelled appointments. Under this activity, OHA 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.

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

Actions Taken Toward Implementation: This activity is designed to be used in any crisis or emergency situation and will be kept for future needs in emergency situations. In FY 2024, no action was taken to implement.

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

Year Approved: 2017

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

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

Actions Taken Toward Implementation: OHA put significant efforts in FY 2019 towards developing a research partnership with UC Berkeley to explore various questions and aspects of landlord behavior, incentives, motivations and other useful metrics to determine future activities, incentives and amounts

for increases. Due to challenges in executing the partnership, OHA was forced to put the research project on hold in FY 2020 and in FY 2021 explored other partnership opportunities but has not committed to any projects. In FY 2024, the activity remained on hold pending hiring the appropriate staff to move the activity forward.

MTW Activity #13-01: Rent Reform Pilot Program

Year Approved: 2013

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

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

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

Actions Taken Toward Implementation: OHA worked with the business system vendor to develop a specification for a modification to allow biennial and triennial re-certifications to be tracked and scheduled. OHA is currently waiting for the vendor to deliver the software modification so it can be tested and implemented and the appropriate metrics for this activity can be tracked. These sites are being transitioned to a different property management group and company and planning for this activity cannot begin until the transition is complete. In FY 2024, no further action was taken to implement.

C. Activities on Hold

Table 16: Approved MTW Activities on Hold

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
10-07	2010	Disposition Relocation and Counseling Services	Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition.	-Provide incentives for families with children to become more economically self-sufficient -Increase housing choices	Attachment D, Use of Funds
09-01	2011	Alternative HQS System	Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.5 Attachment D, Section D
09-02	2010	Short-Term Subsidy Program	Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place.	Reduce costs and achieve greater cost effectiveness	Attachment D, Use of Funds

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

Year Approved: 2010
Year Implemented: 2010
Year Placed on Hold: 2012

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

Actions Taken Toward Reactivation: OHA held this activity off-line as it was determined it was not needed for Oak Grove North and South dispositions. The activity will be evaluated for the disposition of Harrison Towers. The activity remained on hold in FY 2024.

MTW Activity #09-01: Alternative HQS System

Year Approved: 2009
Year Implemented: 2010
Year Placed on Hold: 2017

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

the inspections are submitted electronically to HUD via the HUD 50058 form and stored electronically in OHA's database.

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

MTW 09-02: Short-Term Subsidy Program

Year Approved: 2010

Year Implemented: 2010

Year Placed on Hold: 2011

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

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

D. Closed Out Activities

OHA does not have any closed out activities to report for FY 2024.

Section V. Sources and Uses of Funds

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

1) Actual Sources of MTW Funding for the Fiscal Year

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System by first week of August 2024.

2) Actual Uses of MTW Funds in the Plan Year

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

3) Activities that Used Only the Single Fund Flexibility

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

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

Fund Deferred Maintenance and Capital Improvements

OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its OHA-managed sites and completed 98 full unit modernizations, of which 38 were public housing. The remaining 60 units were located at scattered sites located in a PBV portfolio called OAHPI.



OAHPI Unit Interior

Fund Development



Foon Lok West – Community Area

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

Currently, there are 1,804 units in various stages of development. Brooklyn Basin and Foon Lok East were completed in FY 2024; The Phoenix, 3050 International Boulevard and Lakehouse located at 121 East 12th Street are

all expected to be completed in FY 2026; Harrison Tower and Foothill Family Apartments will undergo renovation; and projects still in development and are expected to increase the total number of units per phase in OHA’s portfolio.

Promoting Resident Empowerment and Self-Sufficiency

The Family and Community Partnerships Department (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 assigned two full-time coordinators to administer workforce development programming to maintain employment development opportunities and job readiness training for OHA residents. Supports offered included job fairs, job readiness preparation, and job retention training. Coordinators facilitated online job training, which included access to computers and online training for professional development, including unlimited seminars and online job skill training courses.

The Family Self-Sufficiency (FSS) Action Plan was approved which allowed FCP to begin enrolling families in April 2023 into the newly redesigned program. This new plan is aimed at incentivizing

enrollment for families of all income ranges, 177 families across varied income levels joined the FSS program to date.

OHA was awarded the Job Plus Grant to increase job opportunities for public housing residents at Lockwood Gardens, a large public housing site located in East Oakland. OHA continued to partner with the Oakland Private Industry Council (PIC) and Alameda County for the grant application and increased our partnerships with new and diverse employers located in East Oakland. This grant opportunity will allow OHA to scale and host large job fairs in our East District office. As a result, FCP will be able to offer on-site support, employment labs, and computer access and literacy to underserved East District residents.



Search Assistance/Housing Navigator

In FY 2024, the FCP department dedicated two (2) Resident Service Coordinators to continue to support applicants in their housing search. Staff engaged participants 430 times to ensure they received housing search-related services, including rental portfolio/resume classes, assistance creating a master rental application, references, rental history review, referral to supportive services for security deposit assistance and moving supplies. Twenty-three bi-monthly housing search workshops were also facilitated by the FCP department with 47 housing choice voucher holders to address the challenging Oakland rental market for those with lack of credit and rental history.

FCP expanded its office hours to offer services and programming at a central location that served the majority of our subsidized housing program participants.

Three (3) Emergency Housing Vouchers (EHV) program participants rapidly leased up through Kees'



Realty which provided housing search assistance with the following services: locating available units, rental application assistance, credit check and counseling, transportation support, Resident Tenancy Addendum (RTA) assistance, and acted as a liaison between OHA, the applicant, and the prospective landlord.

FCP provided a "Welcome Kit" to each leased EHV program participant, which included: cookware, dinnerware, a tool kit, and other essential household items to support the transition from homelessness to being housed. OHA provided 29 Welcome Kits during FY 2024.

Lease Compliance (HQS, rental assistance)

FCP continued to provide expanded services to residents at risk of eviction with the goal of housing retention. FCP has two (2) dedicated Resident & Community Services Coordinators assigned to support at-risk eviction residents with community resources and referrals to maintain lease compliant. Residents were provided rental and utility assistance, housekeeping counseling, intra-resident conflict mediation, employment referrals, financial education, and lease violation counseling. Other supportive services include food assistance and household cleaning supplies when necessary.

FCP participated in 49 site meetings in collaboration with the Property Operations Department (OPO), OAHPI, The Green Team, and the OHA Police Department to assess, triage, and support 209 residents at OHA properties. FCP provided 318 residents with cleaning supplies to support unit maintenance.

Food Pantry Expansion

During 2023, FCP resumed the self-select shopping model at our large public housing sites pantries, serving 2,472 participant households, with some being served more than once, through our community food pantries. Elderly/disabled participants served through the Asset Management team and OAHPI were able to utilize Door Dash Delivery services to ensure access to fresh and healthy food, assisting 1,028 households through this partnership. Due to the number of close proximities of food pantries in the community, FCP suspended the food pantries during the FY. All pantry participants were notified and received a list of food pantries in their location.

FYI – Foster Youth to Independence

FCP continued the partnership with Alameda County Social Services Agency, Beyond Emancipation, and Lao Family Community Development, Inc. to assist current and former foster youth to obtain housing, education, employment, and coordinate case management support for them and their families. FCP supported three (3) Foster Youth to Independence (FYI) voucher applicants with locating available rental units in Oakland and assisted ten (10) current and former foster youth with housing search, including locating available units, and security deposit resources.



FCP provided case management and counseling services to support residents with lease compliance, education, post-move-in support, and financial literacy. To support FYI youth with employment services, OHA sent 27 referrals to Lao Family Community Development, Inc. who worked with FYI participants to provide life and career readiness skills. Participants received training in resume writing, interview techniques, job search, paid job placement, job retention, professionalism, effective communication, career planning, and case management.

FYI youth were encouraged to attend the Family Self-Sufficiency (FSS) Program orientations to enroll in the program to extend their voucher subsidy for an additional 24 months, and to extend their case management exiting the foster care to support their economic independence to self-sufficiency. To date, 32 FYI participants have enrolled into the FSS Program, and five (5) have established escrow accounts.

OHA continued to encourage Resident Advisory Board (RAB) membership to FYI participants. OHA plans to secure five (5) FYI participants to serve as Program Advisors to provide valuable insight to the RAB to ensure FYI youth voices and needs are included in resident-driven programs and initiatives in the next FY.

Homeownership

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Promise Plus students as they matriculate into higher grade levels throughout their educational journey. OHA launched the K-12 Feeder School Model this school year with seven (7) additional schools to scale it to 12 Oakland Unified School District (OUSD) partner schools. The 12 schools are:

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patrol checks using technology and a non-sworn person to conduct patrol checks without necessitating a uniformed presence.

Table 17: Actual Use of MTW Single Fund Flexibility

Narrative of actual activities that use only the MTW single fund flexibility

OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its OHA-managed sites and completed 98 full unit modernizations, of which 38 were public housing. The remaining 60 units were located at scattered sites located in a PBV portfolio called OAHPI.

Fund Development

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

Currently, there are 1,804 units in various stages of development. Brooklyn Basin and Foon Lok East were completed in FY 2024; The Phoenix, 3050 International Boulevard and Lakehouse located at 121 East 12th Street are all expected to be completed in FY 2026; Harrison Tower and Foothill Family Apartments will undergo renovation; and projects still in development and are expected to increase the total number of units per phase in OHA's portfolio.

Promoting Resident Empowerment and Self-Sufficiency

The Family and Community Partnerships Department (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 assigned two full-time coordinators to administer workforce development programming to maintain employment development opportunities and job readiness training for OHA residents. Supports offered included job fairs, job readiness preparation, and job retention training. Coordinators facilitated online job training, which included access to computers and online training for professional development, including unlimited seminars and online job skill training courses.

The Family Self-Sufficiency (FSS) Action Plan was approved which allowed FCP to begin enrolling families in April 2023 into the newly redesigned program. This new plan is aimed at incentivizing enrollment for families of all income ranges, 177 families across varied income levels joined the FSS program to date.

OHA was awarded the Job Plus Grant to increase job opportunities for public housing residents at Lockwood Gardens, a large public housing site located in East Oakland. OHA continued to partner with the Oakland Private Industry Council (PIC) and Alameda County for the grant application and increased our partnerships with new and diverse employers located in East Oakland. This grant opportunity will allow OHA to scale and host large job fairs in our East District office. As a result, FCP will be able to offer on-site support, employment labs, and computer access and literacy to underserved East District residents.

Search Assistance/Housing Navigator

In FY 2024, the FCP department dedicated two (2) Resident Service Coordinators to continue to support applicants in their housing search. Staff engaged participants 430 times to ensure they received housing search-related services, including rental portfolio/resume

classes, assistance creating a master rental application, references, rental history review, referral to supportive services for security deposit assistance and moving supplies. Twenty-three bi-monthly housing search workshops were also facilitated by the FCP department with 47 housing choice voucher holders to address the challenging Oakland rental market for those with lack of credit and rental history.

FCP expanded its office hours to offer services and programming at a central location that served the majority of our subsidized housing program participants.

Three (3) Emergency Housing Vouchers (EHV) program participants rapidly leased up through Kees' Realty which provided housing search assistance with the following services: locating available units, rental application assistance, credit check and counseling, transportation support, Resident Tenancy Addendum (RTA) assistance, and acted as a liaison between OHA, the applicant, and the prospective landlord.

FCP provided a "Welcome Kit" to each leased EHV program participant, which included: cookware, dinnerware, a tool kit, and other essential household items to support the transition from homelessness to being housed. OHA provided 29 Welcome Kits during FY 2024.

Lease Compliance (HQS, rental assistance)

FCP continued to provide expanded services to residents at risk of eviction with the goal of housing retention. FCP has two (2) dedicated Resident & Community Services Coordinators assigned to support at-risk eviction residents with community resources and referrals to maintain lease compliant. Residents were provided rental and utility assistance, housekeeping counseling, intra-resident conflict mediation, employment referrals, financial education, and lease violation counseling. Other supportive services include food assistance and household cleaning supplies when necessary.

FCP participated in 49 site meetings in collaboration with the Property Operations Department (OPO), OAHPI, The Green Team, and the OHA Police Department to assess, triage, and support 209 residents at OHA properties. FCP provided 318 residents with cleaning supplies to support unit maintenance.

Food Pantry Expansion

During 2023, FCP resumed the self-select shopping model at our large public housing sites pantries, serving 2,472 participant households, with some being served more than once, through our community food pantries. Elderly/disabled participants served through the Asset Management team and OAHPI were able to utilize Door Dash Delivery services to ensure access to fresh and healthy food, assisting 1,028 households through this partnership. Due to the number of close proximities of food pantries in the community, FCP suspended the food pantries during the FY. All pantry participants were notified and received a list of food pantries in their location.

FYI – Foster Youth to Independence

CP continued the partnership with Alameda County Social Services Agency, Beyond Emancipation, and Lao Family Community Development, Inc. to assist current and former foster youth to obtain housing, education, employment, and coordinate case management support for them and their families. FCP supported three (3) Foster Youth to Independence (FYI) voucher applicants with locating available rental units in Oakland and assisted ten (10) current and former foster youth with housing search, including locating available units, and security deposit resources.

FCP provided case management and counseling services to support residents with lease compliance, education, post-move-in support, and financial literacy. To support FYI youth with employment services, OHA sent 27 referrals to Lao Family Community Development, Inc. who worked with FYI participants to provide life and career readiness skills. Participants received training in resume writing, interview techniques, job search, paid job placement, job retention, professionalism, effective communication, career planning, and case management.

FYI youth were encouraged to attend the Family Self-Sufficiency (FSS) Program orientations to enroll in the program to extend their voucher subsidy for an additional 24 months, and to extend their case management exiting the foster care to support their economic independence to self-sufficiency. To date, 32 FYI participants have enrolled into the FSS Program, and five (5) have established escrow accounts.

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B. MTW Report: Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2024.

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 Year?	No
III. Did the MTW PHA provide a LAMP in the appendix?	No

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

[Empty green rectangular box for response]

Section VI. Administrative

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

There are no items to report under this section.

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

There are no items to report under this section.

C. Certification of Compliance with MTW Statutory Requirements

The Oakland Housing Authority certifies the submission of the Fiscal Year 2024 MTW Annual Report and that the Oakland Housing Authority has met the three statutory requirements of:

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

The FY 2024 MTW Annual Report is in compliance with all applicable MTW regulations and requirements.

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

Appendices

Appendix A. Project-Based Voucher Allocations

Appendix B. Overview of Other Housing

Appendix C. Affordable Housing Development Activities by Unit Type

Appendix D. MTW & Non-MTW Housing Stock

Appendix E. Glossary of Acronyms

Appendix A

Project-Based Voucher Allocations

Project-Based Voucher Allocation Projections as of June 30, 2024

Development Name	Date of Board Approval	# of PBV Units	Contract Date	Contract Expiration	Population Served
<i>HAP contracts</i>					
Mandela Gateway	February 12, 2003	30	October 20, 2004	October 17, 2024	Low Income Families
Altenheim Senior Housing Phase I	July 13, 2005	23	January 1, 2007	December 31, 2032	Senior
Lion Creek Crossings II	November 9, 2005	18	July 3, 2007	July 20, 2037	Low Income Families
Madison Apartments (Street Lofts)	July 13, 2005	19	April 25, 2008	June 25, 2038	Low Income Families
Lion Creek Crossings III	June 14, 2006	16	June 25, 2008	June 25, 2038	Low Income Families
Seven Directions	July 13, 2005	18	September 12, 2008	September 12, 2038	Low Income Families
Orchards on Foothill	June 14, 2006	64	November 7, 2008	April 29, 2039	Senior
Fox Courts / Uptown Oakland	December 3, 2004	20	May 15, 2009	May 15, 2024	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	February 26, 2007	60	June 5, 2009	June 4, 2024	Senior
14 th St. Apartments at Central Station	January 22, 2007	20	November 25, 2009	November 24, 2024	Low Income Families
Tassafaronga Village Phase I	February 25, 2008	80	April 23, 2010	April 23, 2025	Low Income Families
Altenheim Senior Housing Phase II	April 28, 2008	40	April 5, 2010	April 4, 2025	Senior
Fairmount Apartments	October 24, 2008	16	March 8, 2010	March 7, 2025	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 27, 2025	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	May 24, 2010	19	August 1, 2010	July 31, 2025	Low Income Families
*Effie's House (10)	May 4, 2009	10	August 1, 2010	August 1, 2025	Low Income Families
Drachma Housing Inc	May 4, 2009	14	December 1, 2010	November 30, 2025	Low Income Families /
Drachma Housing LP		11	March 1, 2019	March 1, 2039	Low Income Families
Foothill Family Partners	June 28, 2010	11	August 1, 2011	January 12, 2027	Low Income Families
St. Joseph's Senior Apts	May 29, 2007	83	August 22, 2011	August 22, 2026	Senior
OHA Scattered Sites (OAHPI)					
AMP 9	July 27, 2009	1539	May 1, 2010	April 30, 2025	Low income families/public housing disposition
AMP 10	July 27, 2009		April 1, 2010	March 31, 2025	
AMP 11	July 27, 2009		January 1, 2010	December 31, 2024	
AMP 12	July 27, 2009		May 1, 2010	April 30, 2025	
AMP 13	July 27, 2009		April 1, 2010	March 31, 2025	

AMP 14	July 27, 2009		January 1, 2010	December 31, 2024	
Lion Creek Crossings IV	April 28, 2008	10	January 13, 2012	January 12, 2027	Low Income Families
Savoy Phase 1 (A)	June 28, 2010	55	February 14, 2012	February 14, 2025	Special Needs
*Hugh Taylor house (35)	June 11, 2011	35	May 8, 2012	May 7, 2027	Low Income Families / Mod Rehab Conversion
*Madison Park (96)	June 11, 2011	96	June 7, 2012	June 6, 2032	Low Income Families / Mod Rehab Conversion
Merritt Crossing Apts (6 th and Oak)	May 4, 2009	50	June 27, 2012	June 26, 2027	Senior
720 E 11 th Street Apts (aka Clinton Commons)	April 28, 2008	16	October 2, 2012	October 2, 2027	Low Income Families / Homeless with HIV/AIDS
Harrison Street Senior Housing	April 23, 2007	11	November 15, 2012	November 15, 2027	Senior
Kenneth Henry Court	April 11, 2011	13	February 8, 2013	March 5, 2027	Low Income Families
California Hotel Phases 1, 2 & 3	February 28, 2011	135	March 1, 2013	March 1, 2028	Special Needs / Homeless / HIV/AIDS
James Lee Court	October 25, 2010	12	March 21, 2013	March 20, 2028	Low Income Families
Savoy Phase 2 (B)	June 28, 2010	46	March 29, 2013	February 14, 2025	Special Needs / Homeless / HIV/AIDS
Slim Jenkins Court	May 4, 2009	11	May 8, 2013	May 8, 2028	Low Income Families
Oak Point Limited (OPLP)	October 25, 2010	15	May 30, 2013	May 30, 2028	Low Income Families
Drasnin Manor	October 25, 2010	25	June 27, 2013	June 26, 2028	Low Income Families
St. Joseph's Family Apts	October 25, 2010	15	December 3, 2013	December 1, 2026	Low Income Families
MacArthur Apts	October 25, 2010	14	October 13, 2013	October 13, 2028	Low Income Families
Lion Creek Crossings V	October 17, 2011	127	August 11, 2014	January 12, 2027	Senior
Cathedral Gardens	May 23, 2011	43	October 27, 2014	October 28, 2029	Low Income Families
Lakeside Senior Apartments	January 23, 2012	91	January 26, 2015	January 26, 2030	Senior
Marcus Garvey Commons	April 11, 2011	10	March 17, 2015	March 16, 2030	Low Income Families
1701 Martin Luther King Jr. Way	May 20, 2013	25	December 7, 2015	December 17, 2030	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	February 28, 2011	22	January 20, 2016	January 2, 2031	Low Income Families
AveVista aka 460 Grand	March 16, 2010	34	January 27, 2016	January 27, 2031	Low Income Families
11th and Jackson (Prosperity Place)	November 30, 2010	35	February 1, 2017	January 12, 2032	Low Income Families
Fox Court Apts. (13)	December 5, 2016	13	September 15, 2017	September 15, 2032	Low Income Families

Ambassador Apts.(10)	December 5, 2016	10	September 1, 2017	September 1, 2032	Low Income Families
Seven Directions (10 additional vouchers)	December 5, 2016	10	December 1, 2017	November 30, 2032	Low Income Families
Adeline Street Lofts	December 5, 2016	20	March 1, 2018	March 1, 2033	Low Income Families
Rosa Park	December 5, 2016	11	February 1, 2018	February 1, 2033	Low income and homeless individuals
Madison Street Loft Apts (additional vouchers)	December 5, 2016	31	June 9, 2018	April 9, 2033	Low Income Families
Stanley Avenue Lofts	December 5, 2016	13	June 1, 2018	June 1, 2033	Low Income Families
Swan Market	December 5, 2016	10	December 1, 2017	December 1, 2032	Low Income Families
San Pablo Hotel	December 5, 2016	31	February 19, 2018	February 18, 2033	Low Income Seniors
Hisman Hin-Nu Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
Oak Park Apts	December 5, 2016	10	December 15, 2017	December 14, 2032	Low Income Families
94th and International (Acts Cyrene)	October 17, 2011	14	December 29, 2017	December 28, 2032	Low Income Families
Civic Center TOD	7/22/2014 and 2/26/18	20	July 1, 2018	July 1, 2038	Special Needs / Homeless
Hamilton Apts	December 5, 2016	92	March 15, 2019	March 14, 2039	Low income and homeless individuals (08)
Westlake Christian Terrace West	February 27, 2017	121	February 25, 2019	February 24, 2039	Low Income Seniors (08)
Redwood Hill Townhomes	6/1/2015 & 5/23/2016	27	May 28, 2019	May 28, 2039	Low Income Families/Special Needs
Oak Grove South	August 28, 2017	75	December 9, 2019	December 9, 2039	Senior Housing
International Blvd Apts	December 5, 2016	18	December 11, 2019	December 11, 2039	Low Income Families (08)
Camino 23	May 23, 2016	26	December 20, 2019	December 20, 2039	Low Income Families/Special Needs
Fruitvale Transit Village - Phase IIA a.k.a. Casa Arabella	May 23, 2016	66	December 20, 2019	December 20, 2039	Low Income Families/VASH (20)
The Town Center at Acorn	December 5, 2016	50	January 10, 2020	January 9, 2040	Low Income Families (08)
3706 San Pablo Avenue	June 1, 2015	10	February 25, 2020	February 25, 2040	Low Income Families
Additional vouchers awarded	May 23, 2016	5			
Additional vouchers awarded	May 8, 2017	5			
Eastside Arts & Housing	February 27, 2017	10	January 29, 2020	December 29, 2040	Low Income Families (08)
Embark Apartments	May 23, 2016	61	February 24, 2020	February 24, 2040	Affordable Housing for Veterans / VASH (31)

Courtyards at Acorn	December 5, 2016	27	January 10, 2020	January 9, 2040	Low Income Families (08)
Bishop Roy C. Nicholas	December 5, 2016	16	March 12, 2020	March 12, 2040	Low Income Seniors (08)
Empyrean	October 24, 2016	32	June 15, 2020	June 15, 2040	Low Income Families
Northgate Apts	December 5, 2016	14	October 29, 2020	October 29, 2040	Low Income Families (08)
Oak Street Apts	December 5, 2016	25	December 16, 2020	December 15, 2040	Low Income Seniors
3268 San Pablo	June 25, 2018	50	February 18, 2021	February 18, 2041	Senior Housing
Paseo Estero 9% (Brooklyn Basin 1A)	February 1, 2018	3	February 25, 2021	February 24, 2041	Low income families
Paseo Estero 4% (Brooklyn Basin 1B)	February 1, 2018	47	February 25, 2021	February 24, 2041	Low income families
Vista Estero (Brooklyn Basin 2)	February 1, 2018	82	February 25, 2021	February 24, 2041	Low income seniors
Oak Grove North	August 28, 2017	77	March 8, 2021	March 7, 2041	Low income seniors
Nova Apartments	July 23, 2018	56	May 12, 2021	May 11, 2041	Permanent Supporting Housing
Sylvester Rutledge Manor	December 5, 2016	64	July 15, 2021	July 14, 2036	Low Income Seniors (08)
Aurora Apartments	July 23, 2018	43	July 21, 2021	July 20, 2041	special needs
Fruitvale Studios	June 25, 2018	12	April 27, 2022	April 26, 2042	formerly homeless and special needs
Coliseum Place	May 23, 2016	37	May 19, 2022	May 18, 2042	Homeless, HOPWA and Low-income
Brooklyn Basin 3	February 26, 2018	65	May 23, 2022	May 22, 2042	Low Income Families/Special Needs
Kenneth Henry Court	February 27, 2017	15	May 31, 2022	May 30, 2042	Low income families (08)
95th and International	April 29, 2019	27	July 7, 2023	July 6, 2043	formerly homeless/low income families
Casa Suenos	June 25, 2018	75	May 16, 2024	May 15, 2044	formerly homeless/low income families
	Units under HAP Contract	4,612			

AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
Brooklyn Basin 4	February 26, 2018	61	May 9, 2022	los income families/special needs
7th and Campbell	July 23, 2018	20	April 12, 2022	formerly homeless

<i>Additional vouchers awarded</i>	February 1, 2019	19		formerly homeless
W Grand and Brush	July 23, 2018	28	July 14, 2022	formerly homeless
Ancora Place	April 29, 2019	31	July 28, 2022	low income families/special needs
Friendship Senior Housing	April 29, 2019	34	August 4, 2023	special needs/seniors
3801 MLK Family Housing	July 23, 2018	16	May 1, 2024	families and special needs
	Units under AHAP Contract	209		

Conditional Awards	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
34th and San Pablo	July 23, 2018	25	<i>pending</i>	Low income families
285 12th St	July 22, 2019	16	<i>pending</i>	formerly homes/low income families
additional VASH vouchers	June 27, 2022	8	<i>pending</i>	PBV VASH
500 Lake Park Ave	February 3, 2020	14	<i>pending</i>	PBV VASH
additional VASH vouchers	June 27, 2022	4		
2700 International Blvd	January 23, 2023	19	<i>pending</i>	PBV VASH
Harrison Tower Disposition	August 28, 2018	101	NA	
Mandela Station	October 24, 2022	60	TBD	
	Units with conditional award	247		
Disposition Pending and NOFA Invitations and Pending ORED projects				
15th and Harrison	TBD	100	pending conditional	low income families
RAD Conversion (Chestnut/Linden/LLC/Foothill and Mandela Gateway)	CY2019	307	special PBV	low income families
		407		

Total PBV Units Allocated 5,475

Appendix B

Overview of Other Housing

Overview of Other Housing					
	Total Unit Count	Subsidy Layering - Public Housing	Subsidy Layering - Project Based Voucher	Other HUD Funding	Unsubsidized/ Manager Units
HOPE VI Sites					
Chestnut Court	72	45			1
Linden Court	79	38			1
Mandela Gateway	168	46	30		2
Foothill Family Apartments	65	21	11		1
Lion Creek Crossings - Phases 1 - 5	567	157	171		5
Other Mixed Developments					
Tassafaronga Village - Phases 1 and 2	157		99	19	2
Cathedral Gardens	100		43	5	1
Keller	201			157	33
Harrison Senior	73		11	62	1
Lakeside Senior Apts.	92		91		1
Prosperity Place	71		35	8	1
ACTS/CYRENE	59		14		1
Brooklyn Basin (Paseo and Vista Estero, Foon Lok West, Foon Lok East)	465		258		4
Empyrean	66		32		1
AveVista	68		34		1
Oak Grove North and South	151		149		2
Total Units	2454	307	978	243	58

Appendix C

Affordable Housing Development Activities

Affordable Housing Development Activities by Unit Type							
	FY 2024 Outcomes Non-traditional Units	FY 2024 Outcomes Traditional Units	FY 2024 Outcomes Manager Units	Total Units	Public Housing	Project-B ased Vouchers	Tax Credit Only
<i>BoC APPROVED PROJECTS IN PREDEVELOPMENT</i>							
285 12th Street	48	16	1	65	0	24	41
500 Lake Park	52	0	1	53	0	18	35
Mandela Station	178	60	2	240	0	60	180
Foothill Family Apartments	32	32	1	65	21	11	33
Harrison Tower	0	100	1	101	0	100	1
2700 International	74	0	1	75	0	19	56
Chinatown TOD Senior Housing	96	0	1	97	0	0	97
<i>Total in Predevelopment</i>	<i>480</i>	<i>208</i>	<i>8</i>	<i>696</i>	<i>21</i>	<i>232</i>	<i>443</i>
<i>UNDER CONSTRUCTION</i>							
3050 International	75	0	1	76	0	0	76
Friendship Senior Apartments	15	34	1	50	0	34	16
Lakehouse - East 12th Street	90	0	1	91	0	0	91
The Phoenix	100	0	1	101	0	0	101
Coliseum Way	36	0	1	37	0	0	37
<i>Total In Construction in FY24</i>	<i>316</i>	<i>34</i>	<i>5</i>	<i>355</i>	<i>0</i>	<i>34</i>	<i>321</i>
<i>LEASE UP IN PROCESS</i>							
Brooklyn Basin 4 (Foon Lok East)	62	61	1	124	0	61	63
<i>Total Placed in Service</i>	<i>62</i>	<i>61</i>	<i>1</i>	<i>124</i>	<i>0</i>	<i>61</i>	<i>63</i>
<i>NEW CONSTRUCTION PLACED IN SERVICE</i>							
Brooklyn Basin 3 (Foon Lok West)	64	65	1	130	0	65	65
<i>Total Placed in Service</i>	<i>64</i>	<i>65</i>	<i>1</i>	<i>130</i>	<i>0</i>	<i>65</i>	<i>65</i>
<i>COMPLETED REHABILITATION</i>							
OAHPI	0	89	0	1,539	44	1,539	0
<i>Total Rehabilitation</i>	<i>0</i>	<i>89</i>	<i>0</i>	<i>1,539</i>	<i>44</i>	<i>1,539</i>	<i>0</i>
COMBINED TOTAL	860	396	14	2,720	0	1,870	829

Appendix D

MTW and Non-MTW Housing Stock

Shelter plus Care (S+C)	331
Moderate Rehabilitation (Mod Rehab)	94
TOTAL OTHER HUD PROGRAMS	425
TOTAL VOUCHERS AND OTHER HUD PROGRAMS	15,119
MTW LOCAL PROGRAMS	
Parents and Children Together (PACT)	20
Local Housing Assistance Program (LHAP)	12
Sponsor-based Housing Assistance Program (SBHAP)	180
Building Bridges SRO	192
Building Bridges SRO/shared & transitional	61
Building Bridges THP+	50
Building Bridges CalWORKs	50
Building Bridges Key To Home	23
Homekey	180
Tax Credit Units with no Traditional Subsidy	1,141
TOTAL LOCAL PROGRAMS	1,909
TOTAL	18,482

Appendix E

Glossary of Acronyms

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

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

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

ASCO – Alameda County Sheriff’s Office

BB – Building Bridges Initiative

BBSRO – Building Bridges Single Room Occupancy program

BBTHP+ - Building Bridges Transitional Housing Program Plus

BBCalWORKs – Building Bridges CalWORKs program

BBKTH - Building Bridges Key To Home program

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

EHV – Emergency Housing Vouchers

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

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

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

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

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

FYI – Foster Youth to Independence Vouchers

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

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

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

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

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

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

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

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

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

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

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

OGN / S – Oak Groves North and Oak Groves South

OHA – Oakland Housing Authority.

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

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

RA – Reasonable Accommodation

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

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

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

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

SBHAP – Sponsor Based Housing Assistance Programs

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

SSA – Alameda County Social Services Agency

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

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

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

VAWA – Violence Against Women Act

