



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

OFFICE OF PUBLIC AND INDIAN HOUSING

January 20, 2026

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

Subject: Acceptance of FY2025 Annual Moving to Work Report

Dear Ms. Wells:

The Department of Housing and Urban Development has completed its review of the Oakland Housing Authority's FY2025 Annual Moving to Work (MTW) Report, which was submitted on September 30, 2025. I am pleased to inform you that OHA's FY2025 Annual MTW Report 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 approved Plan, 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,

Pravin Krishnan

Pravin Krishnan
Moving to Work Program Director
Office of Public Housing Investments

cc:

Daniel Esterling, San Francisco Regional Office
Jessamy Kroth, San Francisco Regional Office

MAKING TRANSITIONS WORK ANNUAL REPORT



COMMITMENT TO QUALITY HOUSING FROM THE GROUND UP



FISCAL YEAR 2025 // JULY 1, 2024 - JUNE 30, 2025



Oakland Housing Authority

Fiscal Year 2025 MTW Annual Report

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Oakland Housing Authority

Fiscal Year 2025 MTW Annual Report

TABLE OF CONTENTS

MESSAGE FROM THE EXECUTIVE DIRECTOR	6
Section I. Introduction	7
Section II. General Housing Authority Operating Information	16
Section III. Proposed MTW Activities: HUD Approval Requested	46
Section IV. Approved MTW Activities: HUD Approval Previously Granted.....	47
MTW Activity #24-01: Development of Local Forms.....	52
MTW Activity #17-01: Owner Incentives Program	53
MTW Activity #15-01: Local Area Portability Reform.....	55
MTW Activity #12-01: Eliminate Caps on PBV Allocations	58
MTW Activity #11-01: PBV Occupancy Standards	62
MTW Activity #11-03: SRO/Studio Apartment Project-based Preservation Program ..	64
MTW Activity #11-05: PBV Transitional Housing Program	65
MTW Activity #10-01: Specialized Housing Programs	69
MTW Activity #10-02: Program Extension for Households Receiving Zero HAP	70
MTW Activity #10-03: Combined PBV HAP Contract for Non-Contiguous Scattered Sites	71
MTW Activity #10-04: Alternative Initial Rent Determination for PBV Units.....	71
MTW Activity #10-05: Acceptance of Lower HAP in PBV Units	72
MTW Activity #10-06: Local Housing Assistance Program.....	73
MTW Activity #10-08: Redesign FSS Program	77
MTW Activity #10-09: Altered Minimum Stay Requirement in PBV units	80
MTW Activity #08-01: Fund Affordable Housing Development Activities	81
MTW Activity #06-01: Site-Based Waitlists	86
MTW Activity #06-02: Allocation of PBV Units: Without Competitive Process.....	87
MTW Activity #06-03: Allocation of PBV Units: Using Existing Competitive Process ..	88
MTW Activity #25-01: Asset Limit Modifications	89
MTW Activity #20-01: Emergency Relief from Interim Re-certifications	90

MTW Activity #17-02: Automatic Rent Increases for HCV.....	91
MTW Activity #13-01: Rent Reform Pilot Program.....	92
MTW Activity #10-07: Disposition Relocation and Counseling Services.....	93
MTW Activity #09-01: Alternative HQS System.....	93
MTW 09-02: Short-Term Subsidy Program.....	94
Section V. Planned Application of MTW Funds	95
Section VI. Administrative	108
Appendices	109
Appendix A: Project-Based Voucher Allocations	110
Appendix B: Overview of Other Housing	117
Appendix C: Affordable Housing Development Activities by Unit Type.....	118
Appendix D: MTW and Non-MTW Housing Stock	120
Appendix E: Glossary of Acronyms	122

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MESSAGE FROM THE EXECUTIVE DIRECTOR



In Fiscal Year (FY) 2025, the Oakland Housing Authority (OHA) remained steadfast in its mission, continuing to serve and house thousands of Oakland families with compassion, innovation, and purpose. During the FY OHA leveraged the Moving to Work (MTW) designation to broaden services beyond housing. A notable achievement was the implementation of the *Digital for All* initiative, which connected over 1,015 families across four sites, to free, high-speed internet. Ensuring digital access for low-income families is critical in today's world for family members of all ages, as it supports students with schoolwork, helps adults search and apply for jobs or participate in remote work, and keeps seniors socially connected and informed.

OHA opened its Housing Choice Voucher (HCV) waitlist for the first time in over a decade, allowing over 27,000 families to submit pre-applications for a chance to make it on the 5,000-person

waitlist. The number of pre-applications demonstrated the deep and growing need for housing, and more specifically affordable housing in Oakland, and the greater Bay Area.

OHA proudly received two grants and expanded partnerships during the FY to serve vulnerable populations who may need additional support outside of housing. A Department of Justice grant enabled the formalization of local partnerships to serve survivors of human trafficking through housing supports and wrap-around services provided through partner organizations. Additionally, a partnership with UCSF Benioff Children's Hospital was formalized to better serve low-income families with children in the hospital.

These accomplishments would not have been possible without the unwavering dedication of the Authority's staff – the employees who show up every day with a shared commitment to assisting our residents and participants achieve stability, success and self-sufficiency. I also extend deep gratitude to our Board of Commissioners, whose leadership ensures that the Authority remains focused on impactful, resident-centered outcomes, and to the Oakland Housing Authority Police Department, whose services play a vital role in maintaining safe and thriving communities. We are equally grateful for our community partners, whose collaboration and commitment help expand the reach and impact of our work across Oakland.

In FY 2025, the Authority continued to expand its role as Oakland's largest provider of affordable housing and a \$1 billion leader in the delivery of quality, affordable housing. The Authority lead with intentionality, with a goal to strengthen community bonds through empowerment and engagement, and a holistic approach to housing, recognizing that housing stability is only the beginning of a successful story.

Section I. Introduction

The Oakland Housing Authority (the Authority), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2025 Moving to Work Annual Report. As one of 39 original participants, 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



Map of MTW agencies across the US

Agreements with current MTW agencies and expand the MTW demonstration program by an additional 100 high-performing Public Housing Agencies over a period of seven years. The Act also stipulated that a Research Advisory Committee (RAC) be formed to advise the Secretary of HUD on specific policy proposals and methods of research and evaluation for the demonstration. In May 2016, OHA's Board of Commissioners approved a ten-year extension of the MTW Agreement with HUD,

extending the contract through 2028 with the same terms and conditions as authorized by the Act and the MTW Agreement. This extension will allow OHA to continue its localized housing programs with innovations removing barriers to housing for the households served. 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.

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, 2024, and June 30, 2025.

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 2025 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.

A. Overview of Short-Term and Long-Term MTW Goals and Objectives / Annual Narrative

In FY 2025, OHA made meaningful progress on several short-term goals outlined in the FY 2025 MTW Annual Plan, while remaining responsive to the City's shifting priorities under the newly elected Mayor. With public safety, funding to address the homeless crisis, illegal dumping, and blight reduction as key priorities of the new administration, OHA strengthened collaboration with local officials and partners to advance shared solutions.



OHA maintained high utilization rates for special vouchers and provided emergency housing relief to an average of 480 Emergency Housing Voucher (EHV) families per month. As highlighted through the EHV program, housing with supportive services led to better outcomes for families. Building on this model, OHA relied on inter-agency partnerships to create multistage housing solutions, including

transitional and permanent housing options. Notably, OHA formalized a partnership with UCSF Benioff Children's Hospital to align housing with social services to better address Oaklander's needs.

Through the efforts of the Capital Improvements Department, OHA exceeded expectations by completing 108-unit rehabilitations across all OHA-managed properties – 48 more than planned at an average cost of \$65,000 per unit. OHA has found many of the units in need of repair require significant additional work, including dry rot framing, window replacements, siding repairs, asbestos abatement, subfloor repairs and sewer line replacements leading to an increased average cost of \$89,100 per unit.

OHA continued to prioritize leasing utilization in both Project Based Voucher (PBV) sites and public housing. Public housing leased to over 96% during the FY, while PBV utilization also saw significant gains increasing each month toward the 98% occupancy goal.

Similarly, and in response the Authority directed PBV owners and property managers to increase lease-up of PBV units for which the Authority had not paid housing assistance for at least one month. In FY 2025, the Authority initiated regular PBV monitoring meetings between Authority staff and PBV management teams to address vacancy trends at the properties, troubleshoot leasing challenges, specifically focusing on long-term vacancies (units vacant for over 120 days), and identify process improvements. The plan to address PBV vacancy and lower than optimal utilization included offering Authority supports to increase the number of lease-ups in PBV sites and using technology to streamline the leasing process. As four new PBV sites fully leased up, OHA experienced an overall increase of nearly 300 PBV units under HAP increase, from 3,921 to 4,207.

Long-term Goals and Objectives

The Authority continued on its path to excellence by pursuing initiatives that uplift the long-term strategic goals approved by the Board of Commissioners in 2021.

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

In FY 2025, the Authority delivered impactful and humane resident services through a range of initiatives mostly supported by our Family and Community Partnerships department (FCP). OHA recognized the need to take a holistic approach to support families, as becoming housed is one hurdle, but remaining housed is another. To address the diverse needs within the OHA community, the FCP team implemented programs that promoted lease compliance, improved health and wellness, expanded employment opportunities, and fostered social engagement for seniors and youth through a variety of programs.

Housing retention and homelessness prevention are OHA priorities to which FCP assigned two Resident and Community Services Coordinators to reduce evictions and



assist at-risk residents with becoming lease compliant. The coordinators facilitated connections between residents and community resources for rental and utility assistance, housekeeping counseling, mediation services, and counseling on lease violations. Collaboration was central to these efforts as a cross-departmental team comprised of members from FCP, the Oakland Housing Authority Police Department (OHAPD) and the Office of Property Operations (OPO) assessed, triaged, and supported 85 residents at OHA-managed properties.

As the need for access to fresh, high-quality, and affordable food options became more apparent, OHA responded to the challenge of food insecurity in Oakland by partnering with the Alameda County Food Bank to distribute over 2,000 grocery packages to low-income members of the community. Averaging a reach of approximately 170 households per month using a 'self-select' food pantry model to ensure residents could choose items that met their needs while minimizing food waste, the Authority's Nourish, Educate, Access, and Thrive (NEAT) Program distributed an estimated 35,000 pounds of food while simultaneously using pantry days to share information, resources, conduct wellness checks, and enroll visitors in FCP programming.

Employment remained a cornerstone of resident empowerment in FY 2025. OHA centered employment at Lockwood Gardens, a public housing site, through funding from the Jobs Plus grant awarded in FY 2023. The grant provided \$2.3M in funding from HUD, with matching funding of \$2.3M provided by OHA partners. The East Oakland Works (EOW) initiative developed job-driven approaches to increase earnings and advance employment outcomes through programming to support work readiness, job placement, educational advancement, technology skills and financial literacy for Lockwood Gardens residents. EOW prioritized barrier reduction by addressing the most prevalent needs of



residents. The EOW team hosted weekly workshops, provided individualized case management and one-on-one peer support, digital and financial literacy training, and access to a variety of resources to address barriers to employment. Participants were encouraged to attend job fairs, weekly workshop series, and attend digital literacy classes.

In FY 2025, the EOW program leveraged \$102,940 from our primary workforce development partner, the Oakland Private Industry Council (OPIC), and \$9,097 from our partner, the Tech Exchange. As an employment-based program, the East Oakland Works (EOW) Jobs Plus initiative has helped 30 Lockwood Gardens residents obtain employment, with 56 Lockwood Gardens residents increasing their earned income in the last year.



Additionally, FCP prioritized community building and social engagement through social events for youth and senior participants. For seniors, the quarterly arts and crafts program was launched in an effort to support the wellbeing and creativity of senior residents, engaging participants at on-site events. Youth participants experienced educational and social support. OHA continued the partnership with the Boys and Girls club to send over 20 youth on a five-day, overnight summer camp trip. The trip taught leadership skills, team building, outdoor education, and environmental awareness, an experience that left a lasting impact on OHA youth.

Sustained High Standards of Customer Service for Residents and Stakeholders

Throughout the year, OHA continued to address community needs by deploying the Stakeholder and Community Engagement team (SCE). This dynamic team was dedicated to addressing a wide range of customer complaints and inquiries directed to the Executive Office from external stakeholders including applicants, residents, property owners, community partner organizations, vendors, HUD, or the Mayor's Office. Beyond conflict resolution and active de-escalation efforts, the team demonstrated a commitment to building positive relationships while conducting thorough reviews of policies and procedures, making recommendations to ensure customer-centered policies align with OHA's goals and mission.



Throughout the year, the SCE team engaged with residents, affordable housing owners, and members of the public 602 times, to address a multitude of issues such as illegal dumping, delayed maintenance requests, neighbor disputes, affordable housing assistance, and how to join the program as a property owner. The SCE team's efforts contributed to a reduction in both the number and type of complaints received, shorter resolution times, and increased referrals to supportive services. Insights from these interactions informed improvements to OHA's Standard Operating Procedures (SOPs) for maintenance workorder workflow and the establishment of an escalation protocol with rapid response measures to ensure timely resolutions. Relying on their thorough knowledge of OHA and City of Oakland services and the established relationships with community serving groups, the SCE team collaborated with department staff to resolve escalated cases quickly. The team also furthered relationships with private property owners by continuing OHA's support and engagement of affordable housing providers through a variety of incentives that assisted with apartment repairs to pass an inspection, security deposit assistance to ensure protection and preservation of housing assets, and the new contract bonus for all new units for which OHA executed a Housing Assistance Payments (HAP) contract. OHA offered vacancy loss incentives, a helpful strategy learned from the PBV program that helps retain units on the program for another eligible household to lease when one moves.

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



In alignment with its over 20-year history of affordable housing production, OHA supported the efforts of nonprofit housing developers by investing in 15 housing developments across the city, offering our development partners a range of MTW-backed support that included predevelopment funding, development loans, Rental Assistance Subsidy and Project-Based Vouchers (PBVs). In addition, OHA pursued tax-exempt bonds and tax credit allocations for its own development projects. More information on these projects can be found in *Activity #08-01*.

The Rental Assistance Subsidy (RAS) is a financing program created to provide subsidies to affordable housing projects that serve a minimum of 25% extremely low-income (ELI)

households and therefore are projected to operate at a deficit. This subsidy is critical for housing formerly homeless families and has been successful in assisting projects to obtain necessary funding. To date, OHA has committed RAS funding to seven projects totaling over \$20M that directly support 322 units of permanent supportive housing for formerly unhoused individuals and families, including two new projects awarded a RAS in April 2025.

OHA also celebrated the full lease-up of several projects during the FY, including 124 new apartment homes (61 with PBVs) for families at the fourth and final Brooklyn Basin project, Foon Lok East. Reaching full occupancy of Foon Lok East finalized a significant, multi-phased, affordable project which was an integral part of a new master planned community on the Oakland waterfront. While Brooklyn Basin is a glowing example of what communities are capable of when they work together, it also highlights the lengthy process of developing affordable housing in California.

OHA leadership began advocating for the inclusion of affordable housing in the Brooklyn Basin master planned community in 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, contributed 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 benefiting generations to come.



Foon Lok East Ribbon Cutting

Expand Board Knowledge of OHA and its Affiliates

In FY 2025, the Authority supported the Board of Commissioners (the Board) gain a robust understanding of the regulatory requirements for public housing authorities by encouraging attendance at a number of industry group conferences and events, OHA assisted with registration costs and travel coordination. Two Commissioners attended the convening held by the Northern California National Association of Housing and Redevelopment Officials



(NorCal NAHRO) to learn more about programs offered by other local Public Housing Authorities (PHAs), review statutory regulations, and network with local PHA staff.

East Bay Rental Housing Association (EBRHA), a local housing organization representing rental housing providers, including a majority of “mom-and-pop” property owners, established a new annual recognition during the year. In October 2024, Executive Director Wells was selected as the inaugural recipient of the Community Forward Award in acknowledgement of her longstanding contributions and leadership in the housing sector. This award is intended to recognize individuals who demonstrate leadership and innovation in the housing space. The award underscores the value of collaborative community partnerships.



Commissioners engaged with the OHA community and affiliates at 11 events throughout the year. Staff hosted Commissioners on site tours of multiple properties to highlight the properties' current features and to create a strong foundational understanding of the transformation plans for newly acquired and existing OHA and affiliated properties. Commissioners represented at Oakland City Council meetings, including one where Commissioner Montgomery received special recognition in February and another where Executive Director Wells was recognized in March.

B. Participant Impact Stories

Homeownership

OHA has many successful participant stories to share from the educational supportive services provided, the homeownership program which has supported more than 125 families purchase homes, and the Family Self-Sufficiency program with 266 participants enrolled with attainable goals to increase positive outcomes.

One standout participant, who received local news coverage, was able to buy a home, go back to school, graduate with her master's degree and advance her career. These accomplishments were possible through her personal commitment, as well as the assistance provided through the Housing Choice Voucher (HCV) program from the Authority.

Fifteen years ago, this participant applied for Oakland's Housing Choice Voucher program, never imagining it would one day lead her to homeownership. After five years on the waitlist, she received her voucher and moved into an apartment with her children. For nearly a decade, she rented before enrolling in OHA's Homeownership Program, which allows participants to use their voucher toward a monthly mortgage payment.

In 2023, she achieved what once felt impossible, she purchased her first home.

“I never thought I would see the day that I would actually purchase a home, and I’ve done it,” she shared. *“Sometimes it’s surreal when I pull up to my house and think, ‘I own that.’”*

For her, the voucher was life changing. It not only gave her family a safe and stable place to live but also created space for her to pursue her education, earn her master’s degree, and advance her career.

“Don’t feel like Section 8 is going to limit you in what you want to do in your life,” she advised. *“It gave me the chance to build the future I wanted for my family.”*

Today, her story stands as a testament to the power of housing assistance—not as a limit, but as a foundation for stability, growth, and lifelong dreams.

Family Self-Sufficiency

The Family Self-Sufficiency Program has a variety of definitions of success based on participant goals and aspirations. A participant enrolled in FSS program with the goal of building long-term financial stability. Although the program allows up to five years for completion, the participant successfully met her goals in just 30 months and graduated from all OHA assistance.

During her time in the program, she increased her working hours at the San Francisco Sheriff’s Department and leveraged both overtime earnings and a housing subsidy to make a life-changing purchase—her first home. Her dedication to success was apparent through her commitment to completing 12 financial literacy modules, more than double the five required modules.

Her earned income grew to more than \$100,000 annually, and she supported all three of her children through the transition to college. At the program graduation, she received an escrow disbursement of \$5,369, which she plans to reinvest in her financial security. Upon exiting the program, she achieved full self-sufficiency and no longer required housing assistance.

The core mission of the FSS program is to equip families with the tools, resources and support needed to achieve financial independence and long-term stability.

Celebrating monumental successes like homeownership is critical, but OHA also values sharing the small successes for participants as small wins lead to big wins in the future!

East Oakland Works

When a 34-year-old mother of five from Lockwood Gardens joined the East Oakland Works (EOW) program in February 2024, she was determined to create a more stable and secure future for her family. Just weeks after enrolling, she completed a job training course and landed a full-time position as a Patient Care Technician at the University of California, San Francisco.

This new role was more than just a job; it was a lifeline. With a set schedule and no night or weekend shifts, it allowed for quality time with her children in the evenings and on the weekends, strengthening family bonds while advancing her career.

Through the Jobs Plus Earned Income Disregard (JPEID), she began saving towards her ultimate dream to purchase a home. EOW provided practical support along the way, reimbursing her for work uniforms, helping with transportation costs, and evening providing technology resources. By enrolling and completing the digital literacy course, her school-aged children received laptops, and she received a tablet for herself.

She is well on her way to homeownership and has clear goals moving forward to improve her credit score, reduce debt, and purchase a home. Her motivation is unwavering, as she wants to give her children the stability and security they deserve.

Her journey is a powerful example of how OHA and EOW not only connects residents to employment, but also equips them with the tools, resources, and confidence to achieve long-term financial independence and family well-being over time.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

OHA's MTW housing stock is made up of a variety of forms of housing assistance 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



In July 2018, the Department approved application #DDA0008342 to dispose of 253 units in three senior sites. The application sought to preserve the units and resolve longstanding issues related to chronic funding decreases in the public housing program, at Oak Grove North, Oak Grove South, and Harrison Towers. While Oak Grove North and South are completed, and have been placed back into service, OHA staff continued pursuing disposition of Harrison Towers. Unfortunately, changes to the State of California's tax-exempt bond allocation procedures in late 2020 resulted in delays in securing the bonds and 4% Low Income Housing Tax Credits necessary to finance critical repairs and seismic upgrades to Harrison Towers. OHA staff continued

to advance the architectural, engineering, resident relocation, legal, subdivision, and other predevelopment activities necessary to close on all construction financing and finalize the disposition of Harrison Towers. During the FY, a joint development partner was selected, allowing the team to aggressively move towards an application submittal for bonds and 4% LIHTC in May 2026, with a target closing date of January 2027, with

the Agreement to enter into a Housing Assistance Payment (AHAP) contract execution immediately preceding the closing.

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 refinancing and 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. 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. For both projects, the construction financing and the RAD/Section 18 Blend closing occurred in June 2024. Construction on the rehabilitation of the properties began at this time, and it is expected to be completed in November 2025. Major components of the rehabilitation include improving building waterproofing, repairing and rebuilding balconies, repairing and replacing deteriorated wood trim and trellises, repainting the buildings, and major renovation of the unit interiors.

LCC Phase I has a total of 115 units. After the RAD/Section 18 Blend conversion is completed, the project has 36 RAD PBV units, nine Section 18 PBVs units, and 70 units without project-based voucher assistance. In LCC Phase II the post-conversion unit mix is 44 RAD PBVs, 10 Section 18 PBVs, 18 original PBVs, and 74 without project-based voucher assistance, for a total of 146 units.

Foothill Family Apartments began the RAD/ Section 18 conversion process, which did not close during the FY as anticipated, and is projected to close in FY 2026. Staff identified capital needs, worked with the community to introduce the RAD/ Section 18 conversion 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 10% RAD/90% Section 18 construction blend.

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.

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 2025.

The BB SRO program has the capacity when all sites are renovated and ready, to serve 163 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 2025, OHA awarded subsidy to house up to 30 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 2025, OHA continued its commitment to expanding affordable housing opportunities in Oakland by supporting the development efforts of nonprofit housing developers. OHA invested in 15 housing developments across the city, offering our development partners a range of support that included predevelopment funding, development loans, Rental Assistance Subsidy, and Project-Based Vouchers (PBVs). In

addition, OHA continued to pursue tax-exempt bonds and tax credit allocations for projects that the Authority is pursuing on its own behalf.

Recognizing the critical role of transit access in housing stability, OHA awarded funding to several transit-oriented developments (TOD), including 285 12th St., a 65-unit affordable housing development, Mandela Station Affordable, a 240-mixed use TOD adjacent to the West Oakland BART station, and Chinatown TOD Senior Housing, a 97-unit TOD directly adjacent to the Lake Merritt BART station. All of the listed projects significantly enhance mobility and access to opportunities for residents.

OHA celebrated the full lease up of a number of projects during the FY, including 124 homes at the fourth and final Brooklyn Basin project, Foon Lok East. Additionally, 36 formerly homeless persons were housed in April 2025 at the Inn at Coliseum Way. This project was made possible through a \$4.5M investment from OHA through the Rental Assistance Subsidy.

In FY 2025, OHA strategically targeted its real estate acquisition efforts on 401 Santa Clara Avenue given its excellent location in the Grand Lake neighborhood. On March 10, 2025, the Authority successfully closed on this acquisition and immediately proceeded with predevelopment activities in preparation for the property's major rehabilitation.

401 Santa Clara consists of 103-units, ample indoor and outdoor amenity spaces, and is within walking distance to high quality commercial and retail businesses, Lake Merritt, and high performing public schools. The property will require seismic upgrades, repairs to areas that were damaged in a recent fire as well as general property upgrades to ensure long-term viability and safety for future residents.

Housing Choice Vouchers

The majority of OHA's housing assistance was delivered in the form of tenant-based vouchers. OHA worked to assist 100% of the allocated 13,183 vouchers 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 (VASH) vouchers, 81 Stability Vouchers (SV) to assist families who are homeless or at risk of homelessness, and 515 vouchers allocated for the Emergency Housing Voucher (EHV) program.

EHVs support families housed both within OHA's jurisdiction and in other PHAs' jurisdictions under portability. Although EHV funding is expected to sunset, OHA began work to ensure continued housing stability for these families through strategic transition planning, including efforts to move eligible households into other voucher programs. Additionally, OHA administered approximately 69 vouchers through the HCV homeownership program.

Project-Based Vouchers

In FY 205, OHA leased 117 new Project-Based vouchers (PBVs) at properties that completed construction. In the FY 2025 Plan, OHA indicated an additional 332 PBVs, for a total of 449 PBVs, would be awarded throughout Oakland but did not reach that goal.

Out of the 117 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) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2025.



285th 12th St. Rendering

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 2025. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the main reason for the delays.

In FY 2025, 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.

i. Actual New Project Based Vouchers

Table 1: Planned New Project-Based Vouchers

Project-based for first time during plan year where at least an AHAP is in place by end of plan year				
Property Name	Number of Vouchers Project-Based		RAD?	Description of Project
	Planned	Actual		
3801 MLK Family Housing	16	18	No	3801 MLK will be for families and households with special needs. It will meet the diverse housing needs for Oakland families and households ranging from 30%-50% AMI
34th and San Pablo	25	0	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.
285 12th St	16	0	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. Additionally, OHA has also awarded 8 PBV HUD-VASH units to this property.

Foothill Family Apartments	21	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property controlled by Oakland Housing Initiatives, an affiliate of the Authority. The rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion.
Lion Creek Crossing Phase I	45	45	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with Related California and EBALDC. A tax-credit financed rehabilitation of the property was completed in conjunction with the RAD/Section 18 conversion.
Lion Creek Crossing Phase II	54	54	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with Related California and EBALDC. A tax-credit financed rehabilitation of the property was completed in conjunction with the RAD/Section 18 conversion.
Lion Creek Crossing Phase III	37	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with Related California and EBALDC. A tax-credit financed rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion.
Lion Creek Crossing Phase IV	72	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with Related California and EBALDC. A tax-credit financed rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion.
Linden Court	38	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with BRIDGE. A tax-credit financed rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion
Chestnut Court	45	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with BRIDGE. A tax-credit financed rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion.
Mandela Gateway	46	0	Yes	RAD/Section 18 blend conversion of the Public Housing units in a mixed-finance property developed in partnership with BRIDGE. A tax-credit financed rehabilitation of the property will be completed in conjunction with the RAD/Section 18 conversion.
	449	117		Planned Total voucher to be 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:

In FY 205, OHA added an additional 117 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2025 Plan, OHA indicated an additional 332 PBVs, for a total of 449 PBVs, would be awarded throughout Oakland but did not reach that goal.

Out of the 117 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) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2025.

ii. Actual Existing Project Based Vouchers

Table 2: Planned Existing Project-Based Vouchers

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

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year*	RAD?	Description of Project
	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 Alteheim 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 Street Lofts	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	27	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	55	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 Alteheim 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 disabilities. 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	21	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	1,502	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	135	135	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.

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.
Ave Vista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake Merrit area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	35	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	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 9%	3	3	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.
Paseo Estero 4%	47	47	Leased/Issued	No	
Vista Estero	82	82	Leased/Issued	No	
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	5	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	8	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	9	Leased/Issued	No	An affordable housing project of 35 units in Fruitvale district of Oakland for low-income families.
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	12	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.
Casa Arabella (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 RFQ 16-008. 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 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	57	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 a 24 studios in an enriched service environment. The PBV subsidy will be provided to 12 units set aside for low-income residents.
95th and International	27	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 'I 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.
Casa Sueños 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	31	31	Leased/Issued	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	Leased/Issued	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.
Friendship Senior Housing	34	0	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 I	0	36	Leased/Issued	Yes	Lion Creek Crossing Phase I and II former Public Housing units converted to RAD PBV
Lion Creek Crossing Phase II	0	44	Leased/Issued	Yes	
Lion Creek Crossing Phase I section 18 units	0	9	Leased/Issued	Yes	
Lion Creek Crossing Phase II Section 18 units	0	11	Leased/Issued	Yes	
	4805	4800	Planned Total Existing Project-Based Vouchers		

* 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 Newly Project-Based Vouchers:

In FY 205, OHA added an additional 117 Project-Based vouchers (PBVs) through continued lease up of previously conditionally awarded units at properties under construction. In the FY 2025 Plan, OHA indicated an additional 332 PBVs, for a total of 449 PBVs, would be awarded throughout Oakland but did not reach that goal.

Out of the 117 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) completed an Agreement to enter into a Housing Assistance Payment (AHAP) at the end of FY 2025.

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 2025. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the main reason for the delays.

In FY 2025, 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.

iii. Actual Other Changes to Housing Stock in the Plan Year

During FY 2025, OHA supported the development and preservation of the affordable housing stock in Oakland in a multitude of ways including partnering with local developers through the provision of predevelopment and development loans, PBVs, and Rental Assistance Subsidy funding utilizing MTW funds as well as repositioning existing OHA-owned real estate. OHA celebrated the completion and lease up of two new developments during the FY, bringing 161 new units into service at Coliseum Way and Foon Lok East for formerly unhoused individuals and low-income families.

Construction began or continued during the FY at five sites. The Phoenix achieved 86% completion and was supported by OHA with a \$3.1M Rental Assistance subsidy. In developing Lakehouse, 121 East 12th Street, OHA collaborated 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. The project achieved 61% completion during the FY. Additionally, construction at Friendship Senior Housing, 3050 International, and Chinatown TOD Senior Housing have progressed.



500 Lake Park Rendering

OHA provided predevelopment funding to 500 Lake Park, a 53-unit mixed-use affordable housing development by EAH Housing. The Board of Commissioners have approved numerous projects this year, some of which have remained in the predevelopment stage as they finalize pre-construction tasks and seek other public funding. In total, 11 sites and 1,111 homes, are in the predevelopment stage.

During the FY, OHA continued work with partners to reposition existing real estate owned by OHA to preserve existing affordable housing opportunities in the City of Oakland. OHA investigated viable refinancing options for older sites including RAD-Section 18 blend conversions. An important example is Lion Creek Crossing Phase 1 and 2 which closed on all construction financing at the end of FY 2024. Immediately following the closing, the development team commenced the rehabilitation

work which continued throughout the fiscal year. Construction completion projected for November 2025. Based on the successes seen in the first conversion, the Authority's Board of Commissioners approved the submittal of a RAD-Section 18 blend application to facilitate the refinancing and rehabilitation of three additional public housing sites, Chestnut Court, Linden Court and Mandela Gateway, in March 2025.

A full list of development activities and their statuses can be found in *Activity 08-01: Fund Affordable Housing Development Activities*.

iv. General Description of all Actual Capital Expenditures During the Plan Year

OHA included the Capital Fund Program (CFP) funds in its MTW Block Grant. In FY 2025, OHA expended \$24,110,048 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 2025.

OHA acquired a vacant apartment building at 401 Santa Clara Avenue, which it intends to renovate and place back into service as affordable housing. The Authority expended \$20,232,523 in MTW funds on due diligence, acquisition, and property maintenance and operating costs for 401 Santa Clara during FY 2025.

OHA expended \$1,923,676 of MTW funds towards the rehabilitation of Foothill Family Apartments, LP, in FY 2025. This is a 65-unit mixed-finance affordable housing development wholly owned by OHA and Oakland Housing Initiatives, a nonprofit affiliate of OHA.

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 \$1,110,351 was drawn in FY 2025.

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 \$796,330 of MTW funds to advance the project in FY 2025.

OHA is pursuing the Section 18 disposition and rehabilitation of the Harrison Tower public housing property at 1621 Harrison Street, which includes 101 housing units. The Authority expended \$25,203 of MTW funds on predevelopment costs and tenant relocation for Harrison Tower during FY 2025. In addition, OHA spent other, non-MTW funds on predevelopment expenses for the Harrison Tower rehab.

OHA has made commitments to provide MTW funds as Rental Assistance Subsidy and/or development loans to a number of projects. Several of these projects did not draw this funding during FY 2025, but OHA incurred legal expenses related to these projects. OHA expended a combined \$21,965 on legal fees for 500 Lake Park, Mandela Station Affordable, Coliseum Way, The Phoenix, and Lake Meritt BART Senior.

B. Leasing Information

The Oakland rental market remained extremely competitive, and expensive, during the last FY. [A recent analysis](#) found single Oaklanders needed to make at least \$124,592 per year to live comfortably, and the same analysis ranked Oakland at the fifth-highest amount in the country to live comfortably as a family of four, requiring a salary of \$343,949. Although, the City's median income was significantly lower at \$96,828. [The cost of living continues to rise while wages have not kept up at the same increasing rates.](#)

With a two-bedroom rent averaging nearly \$600 higher than the national average, \$2,500 compared to \$1,897, the Authority continued to employ MTW strategies to increase competitiveness of Authority participants.

While the cost of living continues to increase, so does the City's homeless population. Based on the 2024 Point in Time Count (PIT), a community effort that occurs every two years to count the number of the people experiencing sheltered and unsheltered homelessness across the country, showed an increase in the homeless population. Alameda County saw a slight decrease of homeless individuals from 9,747 to 9,450, Oakland continued to see an increase from 5,055 to 5,485.

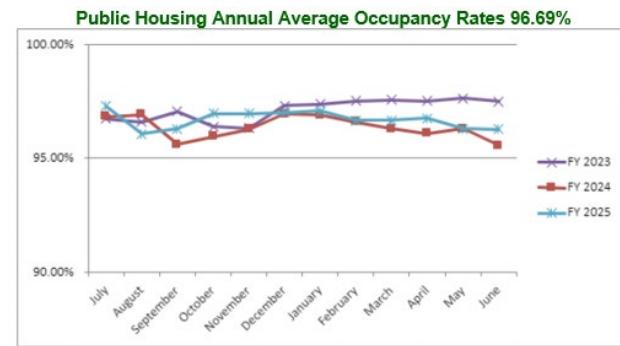
The actual leasing outcomes and the number of families served by each program detailed below demonstrate OHA's focus on employing traditional tools as well as its commitment to developing new strategies to maximize the families served.

i. Actual Number of 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 12 sites, OHA maintained a 96.69 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,236 families each month, with 80 units offline as of June 2025 for the Harrison Towers disposition.



Local, Non-Traditional Programs

Participation in OHA's local, non-traditional programs—both tenant-based and property-based—remained consistent among long-standing initiatives. The Local Housing Assistance Program (LHAP), a tenant-based anti-displacement initiative created during the 2010 disposition to ensure tenants could remain housed even if they did not meet PBV income eligibility, saw a reduction to 4 participating families. OHA continues to monitor participation and evaluate opportunities to adapt the program to current housing needs and eligibility dynamics.

The Sponsor-Based Housing Assistance Program (SBHAP) maintained stable participation, averaging 124 families served monthly, and experienced low turnover rates. However, non-profit service providers encountered challenges in engaging new landlords, largely due to increased competition from a growing pool of qualified, unsubsidized renters in the private market. In response, OHA and its partners are exploring strategies to increase landlord participation, such as incentive structures and landlord engagement efforts.

Across the four SBHAP Housing Service Providers (HSPs)—Abode, First Place for Youth, BFWC, and ROOTS—some common challenges were identified. Staffing transitions and new team members adapting to program expectations introduced delays, particularly in the early part of the fiscal year. Additionally, delays in receiving eligibility documentation from HSPs impacted the timeliness of application processing and onboarding. To address this, OHA is working with providers to enhance training, streamline document collection, and strengthen communication around program requirements.

These operational challenges were further compounded by broader regional housing dynamics. The high cost of housing in Oakland and surrounding Bay Area cities continues to outpace the income of many clients served, particularly those without access to rental subsidies. OHA is actively evaluating policy adjustments and supportive measures that could further assist these populations in accessing and retaining stable housing.

Through the BB-SRO program, OHA successfully executed contracts with qualified property owners, managers, and developers to provide operating subsidies for service-enriched single-room occupancy (SRO), shared housing, and transitional housing units. These units are reserved for vulnerable populations, including veterans and foster youth.

As outlined in Activity #11-03, the program provided assistance to an average of 136 families, which is less than the 181 families that were projected in the annual Plan.

The BB-Shared and Transitional Housing program, detailed in Activity #11-05, offers shared and transitional housing options for high-need individuals and families, providing a pathway toward long-term stability. The program served an average of 30 families per month in FY 2025, falling short of the 39 projected families. OHA continued to work with the local partners to increase families served.

Both the BB-SRO and BB Shared and Transitional Housing programs experienced some recurring challenges at the site level. A common concern raised by partners involved resident struggles with unit habitability. In response, onsite service coordinators took proactive steps, including distributing cleaning supplies and connecting residents with external support services. Some providers reported difficulty in assigning dedicated case workers to ensure consistent, ongoing support—a need that OHA recognizes and is exploring resource strategies to address.

Additionally, many individuals served by these programs had histories of unsheltered homelessness, resulting in barriers related to documentation and communication. Limited access to personal records (e.g., identification or social security cards) and reliable contact methods often complicated eligibility verification and ongoing communication. To address this, OHA and service partners are considering collaborative solutions, such as on-site document recovery support, mobile technology resources, and case management enhancements.

Finally, financial barriers such as difficulty securing deposits or making timely rent payments remained a concern for some families. OHA is working with partners to explore targeted financial assistance and support services that help reduce these barriers and promote housing retention.

OHA projected to serve 30 families per month in FY 2025 through the Building Bridges-CalWORKs program and successfully served an average of 23 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, which hard economic times could jeopardize eligibility in the program. Additionally, participants in the CalWORKs program must be enrolled through the Alameda Social Services Agency to be eligible.

Building Bridges Key to Home, launched during FY 2021, and successfully served 100% of the 23 families monthly during FY 2025.

OHA leveraged a grant opportunity to establish a partnership with Alameda Alliance for Health and UCSF Benioff Children's Hospital Oakland to address the critical issue of housing insecurity for families with a child grappling with serious or chronic medical conditions. OHA and Alameda Alliance for Health entered an MOU during the FY to launch the Hospital and Homelessness Incentive Program (HHIP) to provide 60 months

with affordable housing assistance, health and wellness plan and wrap around support services for 50 families with children in either the NICU or PICU at UCSF Benioff Children's Hospital Oakland. The program also provides case management support for up to 24 months in addition to an annual stipend of \$1000 for clothing and entertain for up to 2 years.

OHA served approximately 151 families per month through tenant-based local, non-traditional (LNT) programs, and approximately 189 families through property-based Building Bridges programs. Overall, OHA served an average of 1,346 local non-traditional families through all LNT programs.

Housing Choice Vouchers

In FY25, the Oakland Housing Authority (OHA) reached a major program milestone with the successful reopening of the Housing Choice Voucher (HCV) waitlist. This effort significantly expanded access to affordable housing resources for low-income families across Oakland and laid the groundwork for more timely and equitable voucher issuance over the coming years.

In tandem with the waitlist opening, OHA worked to improve voucher utilization and support both families and property owners through targeted, MTW-authorized strategies. One such enhancement was the broader deployment of electronic forward-facing forms. Digital tools offered participants and owners an easier, more accessible way to complete and submit critical documents such as request-to-move forms, rent adjustment requests, ownership change notifications, waitlist intake applications, and requests for security deposit assistance or apartment repair reimbursements. The shift toward digital engagement increased efficiency and responsiveness across key program touchpoints and streamlined interactions between OHA and the public.

In addition to technological improvements, OHA dedicated resources to coaching voucher holders on how to navigate the competitive rental market. The coaching focused on strengthening participants' ability to present complete, competitive housing applications—particularly for those with limited rental or credit history. While comprehensive coaching session data is still being compiled, the support was essential in helping many families overcome barriers to securing housing.

To further support utilization and increase the pool of participating landlords, OHA sustained its investment in the Owner Incentives Program, a strategy authorized under MTW Activity #17-01. This activity includes financial incentives for vacancy loss coverage, leasing bonuses, security deposit assistance, and apartment repair reimbursements to bring units into Housing Quality Standards (HQS) compliance. These combined strategies served to improve unit readiness, support landlord retention, and reduce lease-up delays for families. A full summary of the outcomes associated with this activity is detailed in Section IV, Activity #17-01.

Through these coordinated efforts – expanded access, increased support for participants and owners, and enhanced administrative tools – OHA continues to position the HCV program as a stable and responsive resource for the Oakland community.

Project-Based Vouchers

In FY 2025, the Oakland Housing Authority (OHA) added 117 Project-Based Vouchers (PBVs) through the continued lease-up of units previously conditionally awarded at properties under construction. Additionally, OHA converted 99 former public housing units to PBV assistance under the Rental Assistance Demonstration (RAD) program.

In its FY 2025 Annual Plan, OHA projected the addition of 415 PBVs throughout Oakland. However, this goal was not met, as explained in Section A: Housing Stock Information – Project-Based Vouchers.

During the fiscal year, OHA executed two RAD HAP contracts at Lion Creek Crossing Phase I and Lion Creek Crossing Phase II, and executed four PBV Housing Assistance Payment (HAP) contracts at the following developments:

- Foon Lok East (formerly Brooklyn Basin IV)
- Ancora Place
- Black Panther Apartments (formerly 7th and Campbell)
- Margaret Gordon West Port (formerly West Grand and Brush)

In August 2024, OHA executed the RAD HAP contracts for Lion Creek Crossing Phases I and II, covering a total of 99 units. Of these, 80 units are under RAD PBV assistance, and 19 units are covered under a Section 18 PBV HAP contract. Also in August, OHA executed a PBV HAP contract for 61 units at Foon Lok East, part of the Brooklyn Basin master-planned waterfront community. Foon Lok East offers 124 affordable rental apartments for low- and extremely low-income working families and individuals who have experienced homelessness. Together with neighboring Foon Lok West, the two developments are located adjacent to the repurposed 9th Avenue Terminal and Township Commons public park. Foon Lok East is the final phase in the affordable housing component of Brooklyn Basin, which totals 465 affordable apartment homes.

In October 2024, OHA executed a PBV HAP contract for 31 units at Ancora Place, a 77-unit family housing community located at 2255 International Boulevard in Oakland's San Antonio neighborhood. The development adds a well-designed mid-block building to the area, supporting affordable housing goals in the community.

In November 2024, OHA executed a PBV HAP contract with Black Panther Apartments (formerly 7th and Campbell). The development includes 79 units, with 39 units covered

under the PBV HAP contract. The remaining 40 units are also affordable, targeting households with incomes at or below 30 percent of the Area Median Income (AMI).

In May 2025, OHA executed a PBV HAP contract for 28 units at Margaret Gordon West Port (formerly West Grand and Brush). All 28 PBV units are filled through referrals from the Alameda County Coordinated Entry System.

Table 5: Actual Number of Households Served

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

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned ^^	Actual	Planned ^^	Actual
MTW Public Housing Units Leased	12,180	14,832	1,015	1,236
MTW Housing Choice Vouchers Utilized	153,336	131,304	12,778	10,942
Local, Non-Traditional: Tenant-Based	2,556	1,812	213	151
Local, Non-Traditional: Property-Based	19,200	14,340	1,600	1,195
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	187,272	162,288	15,606	13,524

* “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 seen in Public Housing are due to anticipated dispositions that did not take place during the FY. Additionally, property-based LNT developments were delayed or did not finish construction due to a number of issues, including financing delays. As described throughout the Report, OHA is working to increase HCV utilization and opened the waitlist during the FY to address this issue.

		Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
Local, Non-Traditional Category	MTW Activity Name/Number	Planned ^^	Actual	Planned ^^	Actual
Property-Based	Fund Affordable Housing Development Activities (08-01) – new tax credit units in service as of FY 2024	408	408	34	34
Property-Based	Fund Affordable Housing Development Activities (08-01) – Existing Tax credit units in service at beginning of FY 2024	13,632	11,220	1,136	935
Tenant-Based	Local Housing Assistance Program (10-06) – LHAP, SBHAP, BB-CalWORKS	2,568	1,812	214	151
Property-Based	Local Housing Assistance Program (10-06) BB-KTH	276	276	23	23
Property- Based	Local Housing Assistance Program (10-06) RAS (Coliseum Way & the Phoenix)	1,644	432	137	36

Property-Based	Local Housing Assistance Program (10-06): DHAP & RAS OHA RFP Projects	864	0	72	0
Property- Based	SRO/Studio Apartment Preservation Program (11-03) – Building Bridges	1,896	1,632	158	136
Property-Based	PBV Transitional Housing Programs (11-05)	468	372	39	31
Total		21,756	16,152	1,813	1,346

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

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

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Non-residents	60	719

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

MTW Public Housing

With vacancy rates hovering at approximately 3%, 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 Vouchers

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 evaluated solutions during the FY and executed a successful waitlist opening for tenant-based and property-based vouchers.

OHA bolstered stakeholder engagement through the formation of the Stakeholder and Community Engagement Team, who worked to reduce complaints, create and sustain relationships with property owner industry groups, and promote and increase awareness of the Housing Choice Voucher program and owner incentives. OHA hopes to strengthen the communication gap and address escalated complaints quickly to improve both resident and owner program satisfaction.

Owner incentives were used to address utilization issues since 2017 and remained a critical tool for owner retention. OHA offered lease-up bonuses to incentivize participating owners and maintain positive owner engagement. Additionally, the Capital Improvement program supported 26 units with approximately \$51,000 to ensure units were safe and move-in ready for incoming families.

OHA proactively continued leasing PBVs in the pipeline from previous awards and RFQs and placed 117 new units under contract. Additionally, OHA facilitated bi-monthly meetings between OHA staff and PBV management teams to monitor vacancy trends at the properties, troubleshoot leasing challenges, specifically focusing on long-term vacancies (units vacant for over 120 days), and identify process improvements. 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 Programs

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 1,346 families in the various Local, Non-Traditional (LNT) programs.

OHA sustained its assistance 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.

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

In FY25, the Family and Community Partnerships Department (FCP) continued its commitment to fostering community engagement and supporting residents in achieving self-sufficiency and personal goals. Through a variety of programs and events, FCP provided valuable services to both OHA and non-OHA residents.

Throughout the year FCP staff facilitated or co-hosted several key initiatives, including a voter registration drive, adult and youth employment workshops, financial literacy events, digital literacy classes, and a spring job fair. A major milestone was the launch of the Computer Lab, now open to the public Monday through Thursday from 1 p.m. to 4 p.m. at both the East and West District offices. The lab provides access to desktop computers and free Wi-Fi, with trained staff available to support visitors with digital literacy needs.

Throughout the year, 376 non-OHA residents participated in FCP programs and events. In addition, FCP continued operating community food pantries to promote healthy food choices, including a partnership with DoorDash to deliver food bags directly to elderly and disabled residents in OAHPI developments. The client-choice food pantries at Lockwood Gardens and Peralta Village remained active and supported 343 non-OHA residents with nutritious food options.

In total, OHA assisted 719 non-OHA residents with services during the FY, underscoring FCP's ongoing role in strengthening families and building more connected, resilient communities.

C. Waitlist Information

i. Actual Waitlist 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	5,000	Closed	Yes
Housing Choice Voucher: Project-Based – OHA Managed	Site-Based	310	Closed	Yes
Housing Choice Voucher: Project-Based – Third Party Managed	Site-Based (Third-Party Managed)	41,777	Yes	Yes
Public Housing – OHA Managed	Site-Based (OHA-Managed)	185	Closed	No
Public Housing – Third Party Managed	Site-Based (Third-Party Managed)	3,391	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.				

ii. Actual Changes to the Waiting List in the Plan Year

Table 8: Actual Changes to the Waiting List in the Plan Year	
Please describe any actual changes to the organizational structure or policies of the waiting lists(s), including any opening or closing of a waiting list during the Plan Year.	
Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher: Tenant-Based	OHA received a total of 27,471 pre-applications, with 5,000 applicants placed on-list for the HCV waitlist that was opened in January 2025.
Housing Choice Voucher: Project-Based OHA Managed	OHA received a total of 3,306 pre-applications, with 600 applicants placed on-list for the OAHPI waitlist that was opened in October 2024.
Housing Choice Voucher: Project-Based- Third Party Managed	A number of these waitlists are continually open, and a number had open waitlists throughout the year.
Public Housing – OHA Managed	None

Public Housing- Third Party Managed	A number of these waitlists are continually open, and a number had open waitlists throughout the year.
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D. Information on Statutory Objectives and Requirements

i. 75% of Families Assisted are Very Low-Income

Approximately 95 percent of the families in OHA's traditional programs were very low-income, which exceeds the statutory requirement by over 20 percent. OHA served approximately 1,346 families in LNT programs, of which 19 percent were new admissions. The incomes of approximately 80 percent of the families served in local, non-traditional programs fell below the very low-income threshold, which amounts to \$79,900 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	3
49%-30% Area Median Income	51
Below 30% Area Median Income	199
Total Local, Non-Traditional Households Admitted	253

ii. 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%	6,404	45%	15%
2 Person	3,598	29%	3,768	26%	-3%
3 Person	2,473	19%	1,751	13%	-6%
4 Person	1,662	13%	1,345	9%	-4%
5 Person	757	6%	609	4%	-2%
6 + Person	400	3%	373	3%	0%
Total	12,753	100%	14,250	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.

iii. 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 438 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
Alternative Recertification Schedules / 14-01	370	Number of families that transitioned from annual (no wages) recertifications to biennial recertifications (wage earning) during the fiscal year.
Program Extension for Households Receiving \$0 HAP / 10-02	33	Successful Exit during and after the 24 months
PBV Transitional Housing Programs / 11-05 – Building Bridges SRO, Shared and Transitional Housing	35	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	
Total Households Transitioned to Self Sufficiency		438

Section III. Proposed MTW Activities: HUD Approval Requested

All proposed activities that were 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)
25-01	2025	Asset Limit Modification	Allow OHA to increase the asset limit specified in HOTMA to establish an increased limit of \$250,000 and extend the program eligibility for 6 additional months.	Increase housing choices	Attachment C, Section D.8.
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 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, 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, 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)	-Reduce costs and achieve greater cost	Attachment C, Section C.4, C.11

			<p>and AMP 10 (Section 8 PBV) where:</p> <ul style="list-style-type: none"> • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 	<p>effectiveness</p> <p>-Provide incentives for families with children to become economically self-sufficient</p>	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		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 C, Section D.4.
11-03		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,D.4 Attachment D, Section B.2
10-01	2010	Specialized Housing Programs	Increases allocation of resources to the PACT program to improve outcomes and enhance program coordination. PACT program is operated in partnership with the Alameda County Sheriff's Department.	Provide incentives for families with children to become economically self-sufficient	Attachment D, Use of Funds
10-02	2010	Program Extension for Households Receiving \$0 HAP	Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.	Provide incentives for families with children to become economically self-sufficient	Attachment C, Section D.1.b, D.3.a
10-03	2010	Combined PBV HAP Contract for Multiple Non-contiguous Sites	Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.1.a, D.7
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms	Increase housing choices	Attachment C, Section D.7

			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, Attachment C. B.1.b vi
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, Attachment C, Section B.1.b.ii
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, Attachment C, Section B.1.b. ii
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 developed local versions of forms, as needed, to address MTW policies, streamline processing, utilize “plain language”, and address local housing market features. OHA uses the table below to indicate approval status of modified forms, if new forms are added they will be marked as “pending approval”, while forms that have received approval are marked as “previously approved.”

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 experienced a reduction in administrative time and costs associated with non-MTW paperwork and achieved greater cost effectiveness in federal expenditures. OHA reduced costs and staff time by utilizing simplified forms and ensured compatibility with MTW policies. OHA did not add any forms to this activity during the FY.

Modified Form #	Modified Form Name	Why it was Modified	Approval Status
52530-A (Part 1)	PBV HAP Contract (New Construction or Rehabilitation)	Modified to include Activities 12-01 and 06-01- added the ability to establish site-based wait lists and modified the Income-Mixing Requirements to remove PBV Caps. Also adds new exhibits.	Previously approved
52530-B (Part 1)	PBV HAP Contract (Existing Housing)	Modified to include Activities 12-01 and 06-01- added the ability to establish site-based wait lists and modified the Income-Mixing Requirements to remove PBV Caps.	Previously approved
52531-A	PBV AHAP (Part1)	Modified to include new exhibits.	Previously approved
52650	Family Self Sufficiency Contract of Participation	Modifies Escrow determinations to include Table A, from Activity 10-08.	Previously approved
52667	Utility Allowance Schedule	Modified to be consistent with Activity 15-02. a) Changed name to “Section 8 Utility and Appliance Allowances for Tenant- Paid Utilities” b) Modified fuel types to match HUD Utility Schedule Model	Previously approved

		<p>c) As a reminder, PHA not required to have an allowance for each of the fuel types, only those that are regionally appropriate.</p>	
52517	HCV/PBV RTA	<p>Modified form to</p> <ul style="list-style-type: none"> a) Change the structure types to match the 50058, b) Modified the fuel types to match the utility schedule, c) Utility responsibility chart updated – only one column to complete per utility, d) Added section for Agent information to be included. 	Previously approved
52641-Part A, B, & C	HCV HAP Contract	<p>In Part B added MTW revision to include OHA revised section 4(b)(4): Term of the Hap Contract to state that the HAP contract terminates automatically 24 months after the last HAP Payment to the owner. (Activity 10-01)</p> <p>In Part C a signature line was added.</p>	Previously approved
52530-C	Tenancy Addendum	MTW: OHA Revised Section 11 (Family Right to Move) to state that a family may request tenant-based assistance after two years of tenancy or an amount determined by OHA.	Previously approved
52578-B	Statement of Family Responsibility	MTW OHA revised section 5 A and B regarding "Family Right to Move" to state that a family may request tenant-based voucher assistance after two years of tenancy or an amount determined by OHA.	Previously approved
9886	Authorization Release Form/ Privacy Act Notice	OHA extended the expiration from 15 months to 42 months to accommodate the biennial and triennial recertification cycles. (Activity 10-02)	Previously approved

Actual Non-Significant Changes: None.

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

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.



In FY 2025, OHA continued to utilize the Owner Incentives Program as a strategic response to persistent market challenges, including limited housing inventory, rising rental costs, and barriers to lease-up for Housing Choice Voucher (HCV) participants. The program supports owner retention, encourages new owner participation, and removes key financial obstacles for voucher families seeking to secure housing.

Through targeted strategies, the Owner Incentives Program continued to achieve dual objectives: increasing housing stability for voucher families and promoting program participation among private market landlords. Each incentive provided under this activity serves to reduce administrative delays, eliminate financial barriers, and enhance the overall effectiveness of the HCV program.

OHA remains committed to refining and sustaining these efforts to support both the supply and accessibility of affordable housing throughout Oakland. Through these incentives, OHA recruited 258 new owners during FY 2025. 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. OHA paid a total of \$427,000 in vacancy loss incentives to participating landlords. This funding supported 110 families by allowing owners to quickly re-rent units previously occupied by voucher families to new HCV participants without incurring extended vacancies.
- 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 2025, OHA conducted over 250 pre-qualifying inspections.
- Owner recognition program – Recognize long-term owners (5 years or more) with 5 or more units on the program that maintain at least one unit on a biennial inspection schedule. Owners will receive awards and special designations to highlight their status as long-term providers of quality units. No additional costs are anticipated. MTW flexibility is not required to implement this component, and it is included for consistency of grouping like programs.

- Leasing Incentive Payment – Provides an owner a payment of \$1,000 upon execution of a new lease with a new HCV participant. To encourage new lease-ups, OHA issued \$754,000 in leasing bonuses. A total of 754 families were successfully housed in new units during the fiscal year as a result of this incentive. The bonus helped maintain landlord engagement in the program and expanded available housing options for families.
- Capital Improvement Incentive renamed Apartment Repair Incentive – OHA reimbursed owners up to \$2,250 for repairs made to fix Housing Quality Standards (HQS) fail items on units that have never received HUD Subsidy. OHA verifies the repairs and executes the HAP contract before issuing payments. OHA disbursed approximately \$51,000 to support 26 units through capital repair grants to ensure units were safe and move-in ready for incoming families.
- *Security Deposit Assistance* – Recognizing that upfront move-in costs continue to be a major barrier to leasing, OHA paid over \$1.18 million in security deposit assistance. This investment directly supported 475 families, enabling them to secure housing they may otherwise have been unable to access due to financial constraints.

Actual Non-Significant Changes: OHA planned to implement new incentives during the FY but only implemented the Security Deposit Assistance program.

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

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 2025, OHA received a total of 392 requests for portability compared to the baseline of 1,100 total requests which is a drop of 64% in port requests overall. Of the 392 requests received, 280 (71% of the total) were for the five restricted counties compared to 924 (87% of total) requests to these counties seen in FY2015.

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

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. During this plan period there have been no costs associated with this task, or staff time needed to complete the task. 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: OHA will report on outcomes of this activity in the narrative and no longer report on the HUD standard metrics.

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

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.

During FY 2025, public housing staff conducted 61 regular recertifications and 83 triannual recertifications. The triannual recerts continued to be effective at reducing staff time and costs, as well as being less intrusive and time-consuming for residents.

As a result of implementing this activity for the HCV program, OHA significantly reduced the number of recertifications conducted in FY 2025. A total of 5,947 fewer recertifications were required, representing a 52% decrease compared to the 11,504 recertifications that would have been completed under standard requirements.

This reduction caused substantial operational savings, including an estimated 5,947 staff hours saved and cost savings of approximately \$388,741. These results demonstrate the continued effectiveness of the alternative recertification schedule by reducing the burden on both staff and participant families.

Self-sufficiency for this activity is defined as a family who has moved from the annual recertification schedule to the biennial recertification schedule, or families who began to earn wages during the FY. Based on this definition, 370 families have demonstrated self-sufficiency.

Actual Non-Significant Changes: OHA will no longer report on the standard metrics but will report relevant savings in the narrative above.

Actual Significant Changes: No significant changes for this year.

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 8,016 PBV assisted units. If the projects were limited to a 25% cap only 1,992 units would have been eligible for assistance. Through this activity, OHA has been able to assist 4,986 units, or 2,994 units over the 25% cap. Table 14 provides a breakdown of the PBVs awarded by development

about the 25% cap, including the award of 54 PBV units to 77th and Bancroft senior housing project.

Status Update: Ongoing. In FY 2025, OHA utilized this activity and awarded 54 PBV units to 77th and Bancroft above the 25% cap.

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	0
Altenheim Senior Housing Phase I	93	23	23	0
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
77 th and Bancroft	91	23	54	31
Senior Housing Total	1320	329	1026	705
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	0
<i>Special Needs Housing Total</i>	<i>932</i>	<i>230</i>	<i>674</i>	<i>449</i>
Family Affordable Housing				
Mandela Gateway	168	42	30	0
Lion Creek Crossing Phase II	146	37	18	0
Lion Creek Crossing Phase III	106	27	16	0
Foothill Family	65	16	11	0
14 th Street (Ironhorse)	99	25	20	0
Lion Creek Crossing Phase IV	72	18	10	0
St. Joseph Family	83	21	15	0
Mural aka MacArthur Transit Village	90	23	22	0
Ambassador Apartments	69	17	10	0
Hismen Hin-Nu Terrace	92	23	10	0
Town Center at Acorn	206	52	50	0
3706 San Pablo (aka Estrella Vista)	87	22	20	0
94 th and International	59	15	14	0
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	16	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
Mandela Station	240	60	60	0
<i>Family Affordable Housing Total</i>	4068	1009	1648	727
OHA Former Public Housing				
OHA Scattered Sites (On going)	1539	385	1539	1154
Tassafaronga Village Phase I	137	34	80	46
Tassafaronga Village Phase II	20	5	19	14
<i>Former Public Housing Total</i>	1696	424	1638	1214
Total Units	8016	1992	4986	3095

*Family and Special Needs

Actual Changes to Metrics/Data Collection: OHA will use the narrative and table to describe the number of PBV units awarded over the 25% cap.

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

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 FY 2025, 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.

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

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

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 2025 to move a total of twenty-one (21) households between Section 8, Section 9 and LNT programs due to confidential client emergency transfer (CCR) or reasonable accommodations. This represents an increase of 110% over FY 2024, and household moves from Section 9 to Section 8 represented 71% of the moves.

	CCR	RA	Maintenance or other moves	Total
Between Sec 8 and Section 9	15	1	3	19
Between Sec 8 and LNT	1			1
Between LNT & Sec 9		1		1
	16	2	3	21

The average wait time for transfer requests during the FY was 5 months, with CCRs processes slightly quicker with an average of 4 months. This reflects improvement from FY 2024, when the average wait time was 6.4 months. Some families, however, experience longer wait times due to medical needs, lack of response and inability to meet private landlord requirements like credit.

Actual Non-Significant Changes: This activity was active during the fiscal year and remains ongoing. OHA will report on updates in the narrative.

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

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 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 2025, 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 136 families per month, and prevented displacement and kept the families in stable housing during the FY. OHA did not meet the benchmark of 181 households served through this activity for a number of reasons.

East Bay Asian Local Development Corporation (EBALDC) Madrone Hotel

Madrone Hotel is a 31-unit SRO residential building which provided housing for an average of 25 households per month, 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.

A Resident Service Coordinator provided the services at the Madrone Hotel and provided 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. As 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 is a 110-unit SRO residential building which provided housing for an average of 93 senior resident households. San Pablo Hotel offered residents many supportive services from counseling to education and career supports. Resident Services provided individual support, like one-on-one counseling, to ensure residents remained 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

The Harrison Hotel is a 22-unit SRO residential building which provided permanent supportive housing to residents with special needs. Many of the families served are transitioning from homelessness or individuals who are homeless from shelters, the street or couch surfing, and individuals who are staying in units which are temporary housing. The population served are individuals dealing with mental health issues, physical health issues, substance abuse issues, living with HIV/AIDS or a combination of the above.

The goal of the Harrison Hotel is to provide permanent supportive housing, stability and the opportunity to transition to 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-applicant. This project originally contained SROs, but upon final completion all 36 units are studio apartments.

OHAs other proposed projects did not receive Homekey funding.

Overall, OHA provided housing stability to 136 Oakland families using this MTW flexibility.

Actual Non-Significant Changes: No non-significant changes occurred during the FY. OHA will use the narrative to report on families served by each partner.

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

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.

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 2025, 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 formerly homeless, male veterans, to help veterans regain their lives and provide stability while working towards permanent housing. 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 program provided all veterans at House of Dignity with a bedroom of their own, furnished with a bed, storage, and lighting; three nutritious meals daily prepared in the onsite kitchen; hygiene supplies; clean linens; and laundry facilities. Each veteran worked closely with a case manager (with a staff: client ratio of 1:10-15) to create an Independent Services Plan (ISP) that identified barriers to housing and sets goals to overcome those barriers.

The pandemic brought significant challenges as many people did not want to be in a congregate setting, like House of Dignity. In FY 2025, House of Dignity is now seeing additional challenges such serving a less independent population due to chronic illness and aging.

During FY 2025, the total dollar value of supportive services was \$521,233 which equates to \$32,577 average dollar amount of supportive services per participant.

City of Oakland – Matilda Cleveland/ Families in Transition (MC/FIT) - Transitional
The Matilda Cleveland/Families in Transition (MC/FIT) Program was two programs of 9 unit scattered site and a 14-unit project for homeless families designed to assist with transitioning to permanent housing. All families were referred to MC/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.

MC/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.

MC/FIT started serving families through Building Bridges in March 2018.

During FY 2025, for the FIT families, the total dollar value of supportive services was \$32,301, which equates to \$7,178 average dollar amount of supportive services per participant. For MC sites, the total dollar value of supportive services was \$60,817, which equates to \$5,406 average dollar amount of supportive services per participant.

St. Mary's Presentation House (Shared Housing)

St. Mary's offered homeless seniors, 55+, the experience and support of structured congregate housing to stabilize their health, build life skills, and prepare for independent living. 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.

The program objectives were:

1. **Conduct comprehensive assessments** and connect participants to appropriate services, including HMIS, Coordinated Entry, public benefits, and healthcare.
2. **Deliver consistent, high-quality case management**, beginning with a personalized assessment and action plan, supervised by the Clinical Program Manager.
3. **Facilitate weekly one-on-one meetings** between participants and case managers to monitor progress, address needs, and adjust goals.
4. **Develop essential life skills** such as budgeting, grocery shopping, hygiene, cleaning, and rent payment to support independent living.
5. **Foster communication and community** through weekly house meetings focused on shared responsibilities, conflict resolution, and mutual appreciation.
6. **Support housing access** through participation in the Housing Clinic and individualized assistance with affordable housing applications.

7. Prepare for housing transitions, including interview coaching, transportation, and move-in support such as furniture and supplies.

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

During the FY, two participants successfully transitioned into permanent and affordable senior housing despite a highly competitive and limited housing market. 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 \$134,245, which equates to \$11,856 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. Residents often have complicated health conditions, trauma histories, and limited social support networks outside of one another. Peter Babcock residents have a strong sense of ownership and responsibility for their home and work closely together to create a shared living space that will work for everyone. 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.

The program had successes during the FY, including one resident who maintained full-time employment for over 3 years, and worked with a service coordinator to find more independent housing, as well as, two residents have maintained stable, while two received disability benefits which are limited but they were able to save money during the FY.

During FY 2025, 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 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 2025, the total dollar value of supportive services was \$134,245, which equates to \$10,374 average dollar amount of supportive services per participant.

St. Mary Friendly Manor (Shared Housing)

Due to major plumbing issues that erupted in December 2021, Friendly Manor was uninhabitable. This prompted the St. Mary's team to relocate the six remaining program participants, placing all in transitional housing immediately, and securing permanent housing for all six by December 2022.

No families were served in FY 2025.

Overall, OHA utilized the partnerships established in this activity to serve an average of **30 families** per month, providing housing stability and preventing homelessness. Of the families served, and using the available data provided by the partner organizations, 7 participants were employed full time, 3 were employed part time, 3 were in educational programs and 1 was enrolled in employment training. The average income for these families was \$1,390. While the number of participants who were employed was slightly lower than the FY 2024 report, there was a slight increase from the average income of \$1,294 in the previous year.

Actual Non-Significant Changes: No non-significant changes during the FY.

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

MTW Activity #10-01: Specialized Housing Programs

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

Description/Impact/Update: OHA partners with a variety of organizations to support families in shared and transitional housing programs. 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. This activity increased the allocation of resources to the Building Bridges program to improve outcomes and enhance program coordination among partners.

The partnerships established with the City of Oakland, Alameda County and family supportive services subcontractors leveraged funds to provide services to participants of the Building Bridges program. These funds were critical to the success of families in the Building Bridges program, as described in *Activity 11-05*.

In FY 2025, OHA leveraged funds through this activity was \$900,841, as OHA utilized established service providers to provide wrap-around services, while OHA provided the housing subsidy.

Actual Non-Significant Changes: OHA previously described the funds leveraged through the PACT Program, which is no longer in use. For FY 2025, OHA utilized the funds leveraged through other partners providing supportive services to families.

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

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 FY 2025, 57 families received \$0 HAP of those 39 families utilized the safety net of the additional 6 months on the program to maintain their income stability. On average, these families have an annual income of approximately \$74,704. During the year, 65 families dropped off \$0 HAP status and are receiving assistance due to income changes and rent increases. Thirty-Three families achieved self-sufficiency as defined by this activity, by exiting the HCV program after being at \$0 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.

OHA continued 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.

Actual Non-Significant Changes: OHA is reporting outcomes in the narrative instead of using the standard HUD metrics.

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

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 2025, OHA did not use this activity.

Actual Non-Significant Changes: OHA will use the narrative to report on any changes and will no longer report on the HUD standard metrics.

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

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.

OHA did not use this activity in FY 2025 for the disposition of public housing units as anticipated. OHA also did not use this activity for any other PBV project.

Actual Non-significant Changes: OHA will use the narrative to report on any changes and will no longer report on the HUD standard metrics.

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

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 2025, OHA did not use this activity.

Actual Non-Significant Changes: OHA will use the narrative to report on any changes and will no longer report on the HUD standard metrics.

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

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 2025, only 4 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 subsidized housing units were required to meet 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 hard-to-house families 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 the HCV program. Over the course of the FY, an average of 124 households were served per month, with the potential to serve up to 180 households.

Across the four SBHAP Housing Service Providers (HSPs)—Abode, First Place for Youth, BFWC, and ROOTS—some common challenges were identified. Staffing transitions and new team members adapting to program expectations introduced delays, particularly in the early part of the fiscal year. Additionally, delays in receiving eligibility documentation from HSPs impacted the timeliness of application processing and onboarding. To address this, OHA is working with providers to enhance training, streamline document collection, and strengthen communication around program requirements.

While some challenges were reported, so were successes. The SBHAP partners supported families moving from transitional to permanent housing, and experienced high engagement from participants for housing navigation services, as well as one-on-one case management. Partners also reported a measurable improvement in employment retention and goal attainment among active participants, as integration of workforce development into the rehousing process has empowered participants with a sense of purpose, stability, and increased income.

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 2025, this program served an average of 23 families per month.

Challenges in meeting the projected benchmark of 30 families per month included long eligibility screening times and delays in documentation for verification of both income and household members. ACSSA is working to address these issues and streamline the process. As with all voucher 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. An additional challenge for CalWORKs participants was the requirement to stay employed to remain in the program, and the challenging job market jeopardized eligibility for some participants.

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 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), with all families being at least at 50% AMI or below.

The range of services the County offers included but was not limited to general services such as goal planning, case management, living skills assistance and housing retention skill development. Mental and physical health services and referrals, substance abuse services and treatment planning, budgeting assistance, community building, peer support services, and employment/vocational/educational trainings were offered to participants. Utilization of the available services is voluntary for participants of the pilot program.

During FY 2025, with the exception of the month of December, which experienced one vacancy leased expeditiously within weeks, the Key to Home sites were 100% occupied, serving on average 23 families per month through BB-KTH program.

Rental Assistance Subsidy (RAS)

The Oakland Housing Authority created the Rental Assistance Subsidy (RAS) in 2022 as a 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). 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 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 in construction utilizing manufactured modules.

The Authority has committed \$3,112,566 RAS funding to assist the 49 units targeting persons who are chronically homeless.

Construction started in August 2023 and is expected to be completed in September 2025.

The Inn at Coliseum Way

The Inn at Coliseum Way is located at 4801 Coliseum Way. The project developer, Danco Communities, received significant funding through the State of California's Project Homekey initiative in 2021. Coliseum Way entailed the conversion and rehabilitation of an underutilized motel into 36 units of permanent supportive housing (plus one manager's unit) for formerly unhoused people. OHA awarded \$4,572,041 RAS to assist low-income families by subsidizing their rent to ensure long-term sustainability and affordability of the project.

Construction was completed in March 2025, and the project achieved 100% lease up on April 17, 2025.

3050 International Blvd.

3050 International Boulevard is a mixed-use 76-unit affordable housing project located in the Fruitvale District that is a joint development of Satellite Affordable Housing Associates (SAHA) and the Native American Health Center. The project will serve very low to extremely low – income families, including 31 units set aside for families experiencing homelessness. The project will also 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 December 2025.

121 East 12th Street

121 East 12th is the first of two new affordable housing developments on the "remainder parcels" created in 2013 when East 12th Street was realigned by the City of Oakland, located in the Eastlake neighborhood. When completed, this project will newly create 91 affordable units for formerly homeless, and low to extremely low – income families. The project developer is East Bay Asian Local Development Corporation (EBALDC) in partnership with the Unity Council and

Jordan Real Estate Investments. OHA awarded a \$3,615,000 RAS to assist the 23 units designated for formerly homeless families.

Construction started in April 2024 and is expected to be completed 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 unhoused 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. The project developer is EBALDC. OHA awarded a \$7,091,070 RAS to assist the first phase of this master plan to support permanent supportive housing for formerly unhoused seniors.

Construction is expected to be completed in December 2026.

Overall, this program provided housing support outside of the typical housing programs for up to 214 LNT families and supported 5 properties, with 401 units, through the Rental Assistance Subsidy (RAS).

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

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

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 will use this activity for RAD voucher holders.

OHA also implemented a new method for calculating escrow credit based on an earned income range for the household. OHA created the schedule, see Table A below, with ranges for earned income corresponding with the escrow credit a household will receive as an FSS participant to simplify the escrow calculation. Before program implementation

the escrow calculation was a 22-step process, which is complicated to explain to residents and to audit.

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. Certain local programs (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.

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.

Through the FSS program, OHA provided comprehensive case management to 270 participants with individualized goal plans, regular check-ins, and crisis support, as needed. Participants received check-ins based on their needs as some participants require more frequent contact than others. During the FY, 522 check-ins were facilitated, 27 new participants were enrolled, and 16 participants graduated from the program.

The FSS team has multiple employment partners, listed below, which allowed 62 referrals to be made for both educational and employment supports. Partners included:

- Oakland PIC (Private Industry Council)
- Workforce Development Board
- East Bay Works Career Centers
- Youth Employment Partnership (YEP)
- Cypress Mandela Training Center
- Rising Sun Center for Opportunity
- College of Alameda
- Job Corps
- Beyond Emancipation

To support FSS participants, OHA hosted financial literacy workshops on budgeting, saving, understanding the banking system, and credit repair. Over 200 participants attended the seven workshops, including foster youth participants increasing their peer support network, with some sessions specifically designed to support their transition to financial independence.

OHA hosted group workshops, as well as provided access to the FDIC's Money Smart Games, an interactive online platform with games to teach participants about a range of financial topics, including saving versus spending money, borrowing money, and investing, in a fun and innovative way.

Participants receive a variety of supports from OHA based on their individual goals. For families interested in improving their credit or preparing for homeownership, OHA assists in tracking credit scores before and after participation, while families interested in continued education are provided information on educational and training opportunities, and credentials. In FY 2025, OHA had over 30 participants complete trainings, and 20 received credentials. Many of the 30+ participants enrolled in trainings pursued CNA programs, security guard training, CDL licensing, and early childhood education. The 20 credentials reflect industry-recognized certifications earned in these fields, helping participants move toward stable employment.

OHA experienced many successes during the FY, as 111 participants increased their earned income, with an average income gain of approximately \$29,045 per participant. In addition, approximately 41% of active participants increased their earned income

during FY 2025, through new or improved employment during the year. To promote financial stability among FSS participants, escrow credits were awarded based on household earned income using the simplified OHA schedule as described above, and \$262,230 was disbursed to 16 FSS graduates.

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

Actual Changes to Metrics/Data Collection: OHA will use the narrative to describe the outcomes of the FSS Redesign.

Actual Significant Changes: There were no significant changes.

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 2025, OHA established a new transfer list, but no families were pulled from this list for a transfer during the year as HCVs 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 Significant Changes: OHA made no significant changes to this activity.

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 108 units were modernized, of which 49 were in OHA's existing project-based portfolio, the remaining 59 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 continued to develop new affordable housing to expand opportunities for families in need as well as preserve existing affordable housing resources. The Authority's current projects and initiatives in the pipeline 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. The fourth and final affordable project, Foon Lok East, completed construction in March 2024, and fully leased all 124 apartment homes (including 61 PBVs) by October 2024.



Brooklyn Basin – Foon Lok West Lobby

- 285 12th Street – A 65-unit affordable housing development sponsored by the East Bay Asian Local Development Corporation, which includes 3,500 square feet of commercial space. The site is currently vacant and centrally located in downtown Oakland near several BART stations. OHA awarded \$12,000,000 to the project in acquisition and development funding. In FY2025, EBALDC continued their pursuit to secure additional state financing, primarily tax-exempt bonds and tax credits. OHA has committed MTW funds to provide development loans to the project and will purchase the site at the beginning of construction.
- Harrison Street Master Planning and Strategic Redevelopment – In addition to 1619 / 1621 Harrison Street (OHA's headquarters and Harrison Tower senior residence), OHA owns five (5) parcels on Harrison Street in Downtown

Oakland. While OHA intended to move forward to redevelop one or more parcels after completing strategic analyses in 2024, the projects have not moved forward due to limited OHA funding.

- Mandela Station Affordable – Strategic Urban Development Alliance (SUDA), along with Innovative Housing Opportunities and Pacific West Companies, continued work to advance Mandela Station, a 240-unit mixed-use transit-oriented development at the West Oakland BART station. In January 2025, they secured additional funding from the City of Oakland to improve the project's ability to compete for an allocation of tax-exempt bonds and 4% tax credits from the State. OHA awarded the project a \$3 million predevelopment loan and up to an additional \$25,300,000 in development funding or PBVs.
- The Inn at Coliseum Way – Located at 4801 Coliseum Way, entails the conversion of an underutilized motel in East Oakland into 36 Homekey units as permanent supportive housing (plus one manager's unit) for formerly unhoused individuals and couples. The project is a joint venture of Danco Communities and Operation Dignity with Operation Dignity providing comprehensive support services and case management. The project completed construction in March 2025 and fully leased up by the end of April 2025. Referrals to Coliseum Way were made through the Alameda County Coordinated Entry System (CES). OHA awarded the project a \$4,572,041 Rental Assistance Subsidy.
- The Phoenix – Located at 801 Pine Street in the West Oakland Prescott neighborhood, is comprised of 101 newly constructed modular units, including 49 units set aside for persons experiencing homelessness. The Phoenix will also include a 7,000 square-foot community building which will be home to a robust resident services program. The Phoenix is a joint development of East Bay Asian Local Development Corporation (EBALDC) and Allied Housing. The project is currently under construction and achieved approximately 86% completion during the FY. OHA awarded the project a \$3,112,566 Rental Assistance Subsidy.
- Harrison Tower – This 101-unit property, currently an OHA public housing site for seniors built in 1972, was approved for a Section 18 Disposition. The approval allows the property to be refinanced utilizing tax-exempt bonds, conventional debt, and 4% tax credits to modernize all building systems, undertake a major seismic upgrade, and renovate common areas and units. In FY 2025, OHA selected a joint development partner to help facilitate the execution of the highly complex scope of work and secure the necessary financing as expeditiously as possible.
- Foothill Family Apartments – A 65-unit mixed-finance affordable family development wholly owned by OHA and Oakland Housing Initiatives, a nonprofit affiliate of OHA. Foothill Family is approximately 20 years old and requires repair and rehabilitation of the following: replacement of building

systems at the end of their useful life, dry rot repairs, accessibility improvements, and other deferred maintenance items. In FY 2025, OHA secured a very competitive allocation of tax-exempt bonds and 4% tax credits. By securing the bonds, it has allowed the agency to move forward quickly to prepare to close on all construction financing, including the Section 18 – RAD Blend award, in September 2025. Construction will begin immediately following the closing date.

- 500 Lake Park – A 53-unit affordable family development, including 18 units set aside for extremely low-income veterans. The project is being developed by EAH Housing and is located in the Grand Lake neighborhood. The project also includes 2,900 square feet of commercial space. OHA purchased the site in June 2021 using MTW funds and is providing a \$7,500,000 loan to the project as well as 18 project-based VASH vouchers. In FY25, the project team continued its quest to secure an allocation of tax-exempt bonds and 4% credits.
- Friendship Senior Housing – A 50-unit new construction project jointly sponsored by Community Housing Development Corporation and Gerald Agee Ministries serving extremely low-income seniors in West Oakland. OHA awarded the project a \$2,100,000 development loan and 34 Project-Based Vouchers. The project is currently under construction and is projecting completion in October / November 2025.
- 3050 International Boulevard – is a 76-unit project (one manager's unit) sponsored by Satellite Affordable Housing Associates (SAHA) serving low-income individuals and families with 40% of units set aside for formerly unhoused persons. The project is targeted to serve households between 20%-50% AMI and will consist of 1BD (28 units), 2BD (28 units), and 3BD (19 units) apartments. The project will include ground commercial spaces for a community health clinic and cultural center owned and operated by the Native



3050 International Rendering

American Health Center. The project achieved approximately 69% completion during the FY, with construction completion projected for late November 2025. OHA awarded the project a \$2,538,000 Rental Assistance Subsidy.

- 2700 International Boulevard – A 75-unit project (one manager's unit) sponsored by The Unity Council to serve very low-income families and veterans experiencing homelessness with incomes between 30%-60% AMI in the Fruitvale neighborhood. OHA awarded the Unity Council 19 VASH vouchers and a \$3,800,000 development loan. The project will have approximately 2,800 sq. ft. of community serving commercial space on the ground floor. In FY25, the project continued to pursue additional state funding including multiple

applications for tax-exempt bonds and 4% tax credits, as well as 9% tax credits as an alternative structure.

- 77th & Bancroft – An OHA-owned former public housing site that is now owned by California Affordable Housing Initiatives, an OHA affiliate. The former apartment buildings on the property have been demolished, and the property is ready for new development. CAHI selected Eden Housing and the Black Cultural Zone Community Development Corporation to jointly develop 91-units for very low-income senior citizens on the property. OHA entered into a disposition and loan agreement with the developers in March 2025, which included a \$10 million funding commitment from the Authority and 54 PBVs.
- Lakehouse – East 12th Street – The 91-unit affordable family development is a joint venture between EBALDC, Jordan Real Estate Investments and the Unity Council. The property will serve 67 families with incomes between 40% - 60% AMI and 23 formerly homeless families and transitional-aged foster youth with a full range of supportive services. The project is in the Eastlake neighborhood one block away from Lake Merritt. Construction is approximately 61% complete with final completion projected for April 2026. OHA awarded the project a \$9,850,000 development loan and a \$3,615,000 Rental Assistance Subsidy.
- Chinatown TOD Senior Housing (formerly known as Lake Merritt BART Senior Housing) – is a 97-unit transit-oriented affordable development for very low-income and formerly homeless seniors located in Oakland's Chinatown neighborhood. The project will be constructed on BART-owned land directly over the Lake Merritt BART station and will be the first of four buildings that are part of larger-multi-phase transit-oriented development in partnership with Strada Investment Group and BART. The project is under construction and is approximately 17% complete. OHA awarded the project a \$7,091,100 Rental Assistance Subsidy.
- 2530 9th Avenue – Was a prospective 100% affordable new construction project on a former public housing site now owned by California Affordable Housing Initiatives, Inc., an OHA affiliate. Due to lack of funding, this project did not advance in FY25.
- 75th and MacArthur – A prospective 100% affordable new construction project to include approximately 145 units on a former public housing site that is owned by OHA. Due to lack of funding, this project did not advance in FY25.
- 1236 East 17th Street – A prospective 100% affordable new construction project that would include approximately 20 units on a former public housing



Chinatown TOD Senior Housing
Rendering

site that is owned by OHA. Due to lack of funding, this project did not advance in FY25.

Acquisitions – In FY25, OHA strategically targeted its real estate acquisition efforts on 401 Santa Clara Avenue given its excellent location in the Grand Lake neighborhood. On March 10, 2025, the Authority successfully closed on this acquisition and immediately proceeded with predevelopment activities in preparation for the property's major rehabilitation.

The property consists of 103-units, ample indoor and outdoor amenity spaces, and is within walking distance to high quality commercial and retail businesses, Lake Merritt, and high performing public schools. The property will require seismic upgrades, repairs to areas that were damaged in a recent fire as well as general property upgrades.

OHA also evaluated for acquisition 1888 Martin Luther King Way, a newly constructed mixed-use building that includes 88-units and approximately 2,300 square feet of ground floor commercial or building amenity space and a large rooftop deck. Upon evaluation, it was determined to be a poor fit for the Authority.

Reposition Current Assets – OHA continued to work with partners to reposition existing real estate owned by OHA in order to preserve existing affordable housing opportunities in the City of Oakland.

- With the RAD-Section 18 construction financing closing of Lion Creek Crossings Phases 1 and 2 in June 2024, the development team continued to make progress on the rehabilitation work in FY 2025 with construction completion projected for November 2025.
- During the FY, the Authority's Board of Commissioners approved the submittal of a RAD/Section 18 Blend application to facilitate the refinancing and rehabilitation of Chestnut Court, Linden Court and Mandela Gateway on March 24, 2025.

Financing & Partnerships – OHA provided financing to new affordable housing projects throughout Oakland through a variety of selection processes:

- *Rental Assistance Subsidy (RAS)* – OHA offers a financing program to provide subsidy to affordable housing projects that serve a minimum of 25% Extremely Low-Income households and therefore are projected to operate at a deficit. The subsidy would be capitalized and will be disbursed annually contingent upon compliance with OHA's standards and procedures. The RAS may be awarded to projects through an OHA published Notice of Funding Availability (NOFA) or one of the City of Oakland's published NOFAs, as described below. RAS projects are described in more detail in activity #10-06. To date, OHA has committed RAS funding to seven projects totaling \$20,928,606 that directly supports 322 units of permanent supportive housing for formerly unhoused individuals and families including two new projects awarded a RAS in April 2025.

- City of Oakland Notices of Funding Availability (City NOFA) – OHA considers awards of RAS or PBVs to projects selected for funding through City of Oakland's NOFAs. In FY 2025, OHA worked closely with the City of Oakland in preparation for the release of its September 2024 New Construction NOFA. As a result, the Authority was able to fund three new projects with RAS or development loans in April 2025 for a total of \$14,905,755. Those projects are:
 - Liberation Park, a 119-unit a new construction project for families and formerly unsheltered persons in East Oakland.
 - Mandela Homes, a 126-unit motel conversion for formerly unsheltered persons in West Oakland.
 - 3135 San Pablo Avenue, a 73-unit new construction project for seniors and formerly unsheltered seniors in West Oakland.

Buyouts – OHA can exercise its option to purchase the tax credit investor limited partner (LP) interests in Low Income Housing Tax Credit Partnerships in order to preserve affordable housing. In FY 2025, OHA purchased the investor limited partners' interest in Tassafaronga Village Phase II and is actively negotiating the purchase of the LP's interest in Tassafaronga Phase I.

Actual Non-Significant Changes: This activity was active during the fiscal year and details any new developments and changes in the narrative above.

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

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 a decrease in waitlist time due to site-based waitlists. Many factors influenced time spent on waitlists including low unit month vacancies and turnover of units.

The site-based waitlists allow families to select housing based on their preferences, and proximity to school, transit, professional opportunities, and family. While the results on length of time on the waitlist varied, it has led to positive administrative outcomes and promotes increased success rates of unit acceptance due to preferences.

Across the 12 public housing sites, OHA maintained a 96.69 percent occupancy rate during the FY.

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				
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	47 months	Yes.
Lockwood Gardens	60 months	48 months	23 months	Yes.
Peralta Villa	60 months	48 months	22 months	Yes.
Harrison Towers	60 months	48 months	N/A – due to pending disposition	N/A
Adel Court	60 months	60 months	12 months	Yes.
Palo Vista Gardens	60 months	24 months	8 months	Yes.
Linden Court	60 months	55 months	34 months	Yes.
Mandela Gateway	60 months	55 months	26 months	Yes, although no one was pulled off the waitlist during FY 2025.
Chestnut Court	60 months	24 months	12 months	Yes, although no one was pulled off the waitlist during FY 2025.
Foothill Family Apts	60 months	75 months	12 months	Yes, although no one was pulled off the waitlist during FY 2025.
Lion Creek Crossing	60 months	24 months	30 months	No.

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

Year Approved: 2006

Year Implemented: 2006

Year Amended: N/A

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

In FY 2025, OHA successfully utilized this MTW activity to allocate 54 Project-Based Voucher (PBV) units to the 77th and Bancroft senior housing development without conducting a competitive RFP process, resulting in notable time and resource savings. By leveraging this flexibility, OHA avoided the extensive administrative burden typically associated with preparing, releasing, and evaluating RFPs—saving an estimated 100 staff hours and \$7,500 per RFP. This activity allowed OHA to streamline the PBV allocation process, enabling faster project advancement and reducing operational costs, while preserving transparency and alignment with strategic housing goals.

Actual Non-Significant Changes: OHA will report on the outcomes for this activity in the narrative and will no longer be reporting on the HUD standard metrics.

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

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 2025, OHA did not use this activity.

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 Non-Significant Changes: OHA will report on the outcomes for this activity in the narrative and will no longer be reporting on the HUD standard metrics.

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

B. Not Yet Implemented Activities

Table 15: Approved MTW Activities Not Yet Implemented

Activity #	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
25-01	2025	Asset Limit Modification	Allow OHA to increase the asset limit specified in HOTMA to establish an increased limit of \$250,000 and extend the program eligibility for 6 additional months. OHA did not enforce asset limits during the FY.	Increase housing choices	Attachment C, Section D.8.
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	<p>Creates a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV) where:</p> <ul style="list-style-type: none"> • Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25 	-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 #25-01: Asset Limit Modifications

Year Approved: 2025

Description/Impact/Update: OHA created this activity to address the recently issued HUD final rule implementing the Housing Opportunity Through Modernization Act of 2016 (HOTMA), focused on implementing sections 102 regarding Income Reviews, and 104 regarding Asset Limits. HOTMA 104 establishes a \$100,000 asset limit, as annually adjusted with the Consumer Price Index for Urban Wage Earners and Clerical Workers, applicable to both eligibility and continued assistance. PHAs may delay enforcement or termination proceedings for up to six months, 5.618(d), if the family exceeds the asset threshold at the time of annual reexamination.

Using this activity, OHA can extend the time frame of termination for households with excess assets. This activity will extend the regulatory period by an additional six months

to allow residents to receive supportive services in preparation of graduation from assistance. This extension will allow for a total of 12 months before termination after excess assets are identified. OHA can also increase the asset limit from \$100,000 to \$250,000 for existing participants and enforce the \$100,000 asset limitation for eligibility.

OHA did not enforce any asset limitations during FY 2025, as it is an optional feature of HOTMA. OHA will identify in the MTW Plans if the asset limit is enforced annually using this activity, and identify the flexibilities used.

Actions Taken Toward Implementation: This activity relates to increasing self-sufficiency by increasing the likelihood for a successful transition off of OHA assistance. The extension and increased limit would allow families additional time to connect with the FCP department to obtain supportive services focused on self-sufficiency and financial literacy to successfully graduate from OHA assistance in a competitive housing market. As some of the HOTMA implementation was delayed during the FY, and this is a discretionary policy, OHA did not need to utilize this activity.

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 2025, 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 2025, 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, childcare 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 2025, 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, Attachment C, B.1.b vi

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 2025.

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 are occurring in the City.

D. Closed Out Activities

OHA does not have any closed-out activities to report for FY 2025.

Section V. Planned Application of MTW Funds

A. Financial Reporting

i. Available MTW Funds in the Plan Year

OHA submitted its unaudited financial information in the prescribed format in the Financial Assessment System by the first week of August 2025.

ii. Expenditures 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.

iii. Describe Application of MTW Funding Flexibilities (Activities that Used Only the Single Fund Flexibility)

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 108 full unit modernizations, 10 more than last year. Of the modernizations 59 were public housing units, and the remaining 49 units were located at scattered sites located in a PBV portfolio called OAHPI. The average costs of these unit modernizations range from approximately \$62,000 to \$89,000 due to unanticipated improvement costs regarding sewer line replacements, fence, deck and railing repairs, asbestos abatement, window replacements, siding repairs, subfloor repairs, and dry rot walls and floors.

Promoting Resident Empowerment and Self-Sufficiency



OHA broadened the Welcome Kit incentive to all new program participants across traditional programs, originally launched with the Emergency Housing Vouchers (EHV) and Foster Youth Initiative (FYI) voucher families. This incentive program covered rental application fees and provided security deposit assistance of up to one month of rent for both MTW and non-MTW households. In FY25, OHA distributed 67 Welcome Kits and extended the contract with Blaisdell's Business Products to continue Welcome Kit distribution.

In FY 2025, FCP acted as a provider by facilitating referrals and connections to various supportive programs including rental assistance, financial counseling, and community services, to help address outstanding rent balances and promote housing stability for all OHA participants.

Although OHA outlined several initiatives in the FY 2025 MTW Annual Plan, not all of the activities came to fruition. The FSS escrow match initiative was not launched during the fiscal year. OHA continued to assess the best way to utilize forfeited FSS escrow funds,

with the goal to further promote employment and long-term financial stability in alignment with OHA's ongoing commitment to support residents' economic mobility.

OHA remains dedicated to providing health and dental care services directly to its communities through a mobile vehicle. The goal of ensuring convenient on-site access to preventive and essential healthcare continued to be a high priority, especially as residents continued to express a strong need for accessible and affordable health services. During the FY, OHA worked on developing partnerships and explored funding opportunities to offset the costs to obtain and maintain a mobile health vehicle. OHA remains optimistic about advancing this initiative in the coming fiscal year.

Education Initiative Program

In FY 2025, OHA remained committed to sustaining Oakland Promise Plus education initiative, despite staffing challenges. The education program focused on improving educational outcomes for OHA families with school-aged children and prioritized efforts to maximize impact on students who would benefit most significantly from support. The program manager revamped and realigned the education initiative to implement a new application to effectively track key metrics and outcomes for program participants and enhanced evaluation techniques for the initiative. The revamp broadened the program's reach to include students enrolled in non-partner schools. Staff drafted and submitted for final approval an educational program manual designed to onboard new staff which details program objectives, roles, and responsibilities of the program.



The education team prepared a presentation to inform the Oakland Unified School District (OUSD) team of the Oakland Promise Plus program redesign, with 106 students remaining in the program. Additionally, staff attended quarterly meetings that featured student updates, shared resources, and established new partnerships.

OHA further utilized the partnership with OUSD to promote the two affordable housing waitlist openings that occurred during the FY. OHA staff held off-site assistance at several OUSD school sites to encourage McKinney-Vento families to apply for the waitlist.

Additionally, the education initiative assisted several high school graduates apply for a PHADA scholarship to advance their academic journey to college. While no OHA applicants received the scholarship, the team hosted a college send-off reception to honor several OHA youth who applied for a scholarship. All youth who applied for the scholarship received a 'college-life' startup package filled with dorm essentials.

The reception, attended by students and their families, provided an opportunity for the youth to share their college plans and intended majors. The students committed to the

following institutions: UC Irvine, UC Merced, Cal State Los Angeles, Cal State Long Beach, Cal State East Bay, Cal State Dominguez Hills, San Jose State University, and San Francisco State University.

Out of School Youth Programming



OHA youth receiving backpacks

Summer FY 2025 offered valuable opportunities to reinforce the importance of reading, math, and financial literacy amongst youth in OHA communities. During the summer lunch program, Resident and Community Services Coordinator (RCSCs) engaged young residents with educational activities focused on reading books and learning, all while ensuring they had access to healthy meals. This holistic approach made a meaningful impact by integrating nutrition with education.

As part of an introduction to financial literacy, participants received reading materials, a piggy bank, and a notebook to begin tracking their saving, planting the seeds for future money management skills.

The RCSCs and Education Team also emphasized the value of exploration and personal growth. The education team partnered with OHAPD, to co-facilitate several field trips and outings to Lake Temescal, A's baseball game, fishing trips and bike rides. The outings provided a safe and enriching outdoor experience where children could explore nature, exercise, build confidence and ignite curiosity. Educational staff supported the trips by serving as chaperones and helped create fun, educational trips for all involved.

In FY 2025, OHA merged two of its most anticipated annual events, National Night Out (NNO) and the Back-to-School campaign. This collaborative effort brought together multiple OHA departments to promote safety, school readiness, and community engagement. NNO is a nation-wide event focused on strengthening police-community relationships and fostering neighborhood unity. By pairing this with OHA's Back-to-School campaign created the perfect opportunity to connect with families across Oakland.

OHA staff visited over 20 neighborhoods and distributed more than 200 backpacks filled with school supplies, helping to promote school attendance and academic success. The Education team continued to inspire youth through exploration and experiences that expanded their horizons.

Additionally, OHA sponsored over 20 youth to join the San Francisco the Boys and Girls Club on a 5-day overnight summer camp trip to Camp Mendocino. The camp experience focused on leadership development, teamwork, outdoor education, and environmental awareness. Participants were excited to escape the city and immerse themselves in nature while forming new friendships with peers from different communities. OHA supported the trip by providing essential camping equipment and supplies, enabling participants to fully engage in activities like ziplining, archery, swimming, and more. The campers returned with lasting memories, new friendships, increased confidence, and a deeper sense of independence all sparked by their time in the great outdoors.

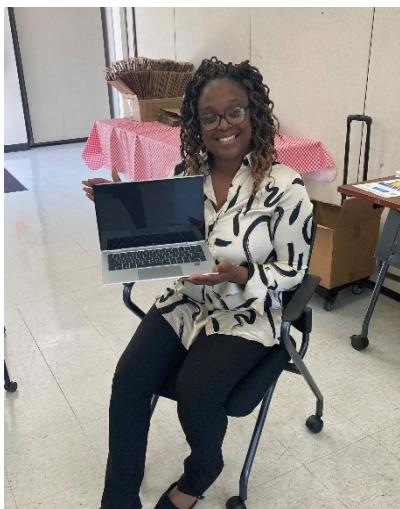


Digital Literacy

OHA recognizes the challenges many residents have faced due to the digital divide, including limited access to technology and digital skills. In response, OHA has stepped up to ensure its community has meaningful opportunities for digital training and access to essential technology.

OHA continued the *Digital for All* project; a significant initiative aimed at expanding digital access for residents. As part of the project, fiber optic cable was installed, and free high-speed internet access was provided at select OHA sites. This effort helped alleviate financial burdens on families by improving connectivity and narrowing the digital divide.

To further support residents, OHA offered up to \$600 per household to assist with unpaid internet bills to reduce financial strain and empower families to stay connected. Whether for work, education, telehealth, or staying in touch with loved ones, increased internet access strengthened participants' ability to participate in today's digital world.



Digital Literacy Graduate

To support increased digital literacy, OHA expanded its programming by introducing weekly open lab hours at both the East and West District Offices. These labs offer free computer access, Wi-Fi, and printing services to residents and community members. The open labs have been widely utilized for activities such as resume building, job searches, checking email, conducting research, and even finding healthy recipes. Family and Community Partnerships (FCP) staff are on hand during lab hours to assist with questions and provide one-on-one digital support.

In addition to open lab access, both locations launched structured technology training courses focused on expanding digital literacy. Designed specifically for beginners, the course covered the basics—such as operating a computer, sending emails, and navigating the internet. While some participants were initially hesitant, FCP staff provided

encouragement and support that helped them build confidence. By the end of the course, many expressed gratitude for the experience. Participants not only gained new digital skills but were also able to take home the laptops they trained with. One resident shared her relief at finally being able to help her child with schoolwork—something that had previously been a struggle. Overall, 195 people utilized the computer labs, of which 17 people were not OHA participants.

Additionally, the Digital Connectors Program Manual was created to outline the roles, responsibility, and goals for the program, and will be approved in the coming months. The program was designed to employ youth participants to assist and teach senior participants how to use digital devices including phones and laptops to increase their digital literacy. This program will launch in the upcoming year.

These positive outcomes have inspired both residents and staff to look ahead with excitement to FY 2026. OHA, through its FCP team, remains committed to advancing digital literacy, supporting youth education, and promoting employment readiness for residents of all ages.

Family Self-Sufficiency Program

The Family Self-Sufficiency (FSS) Program received HUD approval for its updated Action Plan, resulting in increased enrollment. A key feature of the new plan is a tiered escrow model that allows new participants to earn escrow credits more easily based on their income range. In addition to providing financial literacy and employment support, the program is designed to help families build savings, enhance economic stability, and work toward long-term goals such as homeownership.



FSS Budget Presentation

Over the past year, the FSS Program prioritized resident engagement by hosting eight monthly events that attracted a total of 168 participants. These events connected residents directly with local employers and training organizations, offering access to current job listings and workforce development opportunities. Strong partnerships with workforce agencies and training providers remain central to the program's success in guiding residents along viable employment pathways.

Youth Employment Program

During the FY, FCP staff executed a Request for Proposals (RFP) for youth employment services, which resulted in a contract with Youth Uprising, an organization focused on developing leadership of youth and young adults in East Oakland. The program supports youth ages 16 to 24 by offering paid employment training, job placement services, and assistance with college enrollment. Participants receive training in key areas such as resume writing, interview preparation, and workplace communication—followed by paid job placements that give them real-world experience and build long-term career

readiness. This contract will enable FCP to sustain a year-round youth employment program in FY 2026.

Homeownership



Estate planning workshop for homeownership participants

The City of Oakland has a homeownership rate below the national average and continued to face significant homeownership challenges. Despite obstacles, driven largely by high housing costs and limited inventory in the Bay Area, the Homeownership Program has created opportunities for 127 residents to purchase homes since program inception in 2005.

In FY 2025, OHA used the single fund flexibility to create a full-time Homeownership Administrator to

oversee the program. Through this position, the program has launched quarterly webinars and workshops designed to support current and prospective homeowners to buy and maintain their homes.

Three residents became homeowners through the Oakland Housing Authority Homeownership Program this year. One of the three, was a disabled single mother who expressed her gratitude for the assistance she received through the City of Oakland's CalHome, emphasizing homeownership would not have been possible without the support of these programs.

The Homeownership Program hosted post-purchase workshops on estate planning and budgeting and launched its Learning at Lunch virtual Questions and Answers series coupled with a homeownership resource fair.

Search Assistance/Housing Navigator

In FY 2025, FCP began staffing the Leased Housing Office to provide more direct support to residents and assisted 143 participants with comprehensive support services. This included access to housing listings, security deposit assistance, resource referrals and packing supplies upon request.

Lease Compliance (HQS, rental assistance)

The FCP team enhanced its support services for residents at risk of eviction, with a focus on promoting housing retention through referrals and resources to help them maintain lease compliance. Support included rental and utility assistance, housekeeping counseling, mediation, employment referrals, and financial management.

FCP co-facilitated 18 site meetings with the Property Operations Department (OPO), Oakland Affordable Housing Preservation



Initiative (OAHPI), and the OHA Police Department (OHAPD) to assess, triage, and support 85 residents across OHA's property portfolio.

Food Pantry expansion (including OAHPI sites)

The pantry relaunched to provide fresh produce, meats, and shelf-stable food to residents and members of the community twice a month. FCP partnered with Samuel Merritt



Self-Select Food Pantry

University nursing program students to provide free on-site blood pressure screenings while individuals waited in line to shop at the pantry. Residents also received valuable health and nutrition information from Bay Well Health and Alameda County Nutrition Services.

The pantry operates a "self-select" model, preferred by residents. This model empowers participants to choose only the items they need, reducing food waste and ensuring culturally appropriate selections. On average, the pantry assisted 170 households per month.

One highlight was the expansion of food access through a partnership with DoorDash, which allowed an additional 100 elderly and disabled households to receive monthly food deliveries despite their mobility or transportation challenges. In FY25, OHA Food Pantry served 1,634 households with healthy and nutritious foods. The program distributed an estimated 35,000 pounds of food while simultaneously using pantry days to share information, resources, conduct wellness checks, and enroll visitors in FCP programming.

Oakland Housing Authority Foundation (OHAFF) was awarded a mini grant from the Alameda County Community Food Bank to expand the pantry services. The funds were used to upgrade storage capacity and purchase juicing equipment to enhance the experience for residents with drinking fresh juices for their wellbeing.

The food pantry team is looking forward to FY26 to increase health awareness with the NEAT (Nourish, Educate, Access and Thrive) program.

Senior Art & Craft Program

In FY 2025, the Family and Community Partnerships (FCP) team launched its Arts and Crafts Program, starting with the Paint & Chat series at Lockwood Gardens and Peralta Village. The Arts and Crafts program was developed as part of FCP's broader effort to promote senior wellness and engagement. The program was designed to foster creativity, social connection, and emotional well-being among residents aged 60 and older from Lockwood Gardens, Palo Vista Gardens, Peralta Village, and Campbell Village housing communities. The session received an overwhelmingly positive response, drawing participation from 20 enthusiastic residents. Many expressed joy and appreciation for



Paint and Chat Event

the opportunity to create art in a relaxed, supportive environment. Coordinators observed that seniors appeared more at ease during the sessions, with increased creativity, and a more genuine optimistic outlook.

Foster Youth to Independence (FYI)

OHA continued its collaboration with Alameda County Social Services Agency, Beyond Emancipation, and Lao Family Community Development, Inc. to support current and former Foster Youth to Independence (FYI) participants. Through these partnerships, OHA provided housing assistance, education and employment opportunities, and ongoing case management.

In FY 2025, FCP directly assisted eight FYI participants with housing searches, unit identification, and access to security deposit resources. FCP also provided continued case management and counseling to support lease compliance, financial literacy, post-move-in stabilization, and educational goals.

OHA continued to refer FYI participants to Lao Family, where they receive life skills training and career development support, including resume building, interview prep, job search and retention strategies, professionalism, and career planning.

FYI participants are invited to attend Family Self-Sufficiency (FSS) Program orientations as a pathway to extend their housing assistance for an additional 24 months. Since the inception of the program, 41 youth have enrolled in the FSS program, with 16 establishing

escrow savings accounts, providing them with a valuable financial foundation as they work toward long-term stability and economic independence.

Additionally, OHA continues to engage FYI participants in agency leadership. FCP is working to recruit five youth to serve on the Resident Advisory Board (RAB) as Program Advisors, offering valuable input to guide resident-led programs and ensure foster youth perspectives are reflected in OHA

initiatives moving into the next fiscal year.

Employment Development / East Oakland Works

The East Oakland Works (EOW) Jobs Plus initiative purpose is to develop locally-based, job-driven approaches to increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement, technology skills, and financial literacy for residents at Lockwood Gardens. During year two of the grant, the EOW team addressed the most prevalent needs and barriers to employment by providing individualized case management and one-on-one peer support; digital and financial literacy training; the Jobs Plus Earned Income Disregard (JPEID), and access to a variety of resources to address barriers to employment.



Digital Literacy Graduates



The EOW team partnered with the Alameda County Social Services Agency and the Oakland Private Industry Council (OPIC) to host a Summer Job Fair at Lockwood Gardens, in total 17 employers participated. The event was attended by 108 people, including 31 OHA residents. To increase digital literacy, the EOW team partnered with the Tech Exchange to offer a four-part workshop series to teach Lockwood Gardens residents basic digital literacy skills. Participants who attended all four classes received a free Windows laptop; 11 OHA residents participated.

To prepare Lockwood Gardens residents for employment staff hosted a weekly "Visualizing Success" workshop series. Each series consisted of four workshops covering a variety of topics, including creating a vision board, defining your vision of success, and setting SMART goals. OPIC, our workforce development partner, presented a resume and cover letter workshop. Since its launch, two Lockwood Gardens residents have enrolled in school, and two have obtained employment. Participants continue to find inspiration and motivation each week. The workshop fosters a supportive community where residents build confidence, set goals, and prepare to seize new self-sufficiency opportunities.

To engage with the youth at Lockwood Gardens during the summer, FCP hosted a three-day financial literacy workshop series. The series was held at the Lockwood Gardens computer lab, and staff presented the "FICO - Score a better future fundamentals" curriculum. Youth learned about the importance of a FICO score, how to manage their credit, how to read credit reports, and how to obtain credit. Five OHA residents participated in the series.

In FY25, the EOW program leveraged \$102,939.13 from our primary workforce development partner, the Oakland Private Industry Council (OPIC), and \$9,097 from our partner, the Tech Exchange. As an employment-based program, the East Oakland Works (EOW) Jobs Plus initiative has helped 30 Lockwood Gardens residents obtain employment with 56 Lockwood Gardens residents increasing their earned income and taking advantage of the JPEID. A total of \$438,125 in rent has been disregarded since the start of the program.

New Initiatives for FY 2025

Senior Dial-A-Friend Wellness Program

In FY25, FCP launched the “Senior Dial-A-Friend” wellness program, to support OHA seniors in both the public housing program and voucher program. The Senior Dial-A-Friend promoted health, independence, and social connection through regular wellness check-in calls and invitations to on-site social events. The senior peers provided information on essential resources such as food assistance, transportation, and rent relief. As part of a peer-to-peer outreach approach, OHA hired two public housing residents to conduct wellness calls and provide personalized support to fellow seniors.



Homeownership Program



FCP staff ready to engage with residents

In FY 2025, the Family Self Sufficiency and Jobs Plus participants had the opportunity to enroll in the homeownership program.

FCP Location Expansion

During FY 2025, FCP established an outpost at the main customer service office alongside the Leased Housing (LH) Department to increase resident engagement and facilitate referrals to supportive services. At this site 393 residents received information on FCP services, and 30 residents attended FYI events at this location.

Provided a Consistent Level of Security to OHA Residents with a Focus on Youth and Families

The Oakland Housing Authority Police Department (OHAPD) ensured ongoing and effective security for the OHA community through utilization of the flexible single-fund allocations. OHAPD provided safety services that positively impacted residents, OHA sites, and the surrounding community.

OHAPD strengthened trust and relations in the community by holding 118 resident-community meetings and 79 community-building events such as the Winter Wonderland Toy Drive, bike excursions, camping trips, block parties, Coffee with a Cop, Ice Cream with a Cop, and pancake socials. OHAPD also expanded the Youth Explorer program, welcoming six new police youth explorers to foster stronger relationships between local youth and law enforcement.



Throughout the year, OHAPD continued to upgrade safety equipment and technology to maintain industry standards. OHAPD uses real time monitoring of OHA sites through the communication centers' use of site cameras and the expansion of the Tip411 systems.



Tip411 is a web-based tool that enables residents to submit anonymous tips and allows OHAPD to disseminate public safety alerts to the community. Over 2,800 residents received the Tip411 notifications in FY 2025. OHAPD received 2,488 messages from residents in FY 2025 and issued 83 group alerts to notify the community of safety concerns. OHAPD continued its efforts to register each resident to receive these notifications and deployed the established theories of the six pillars contained in the "21st Century Policing Report" at all levels of the OHAPD.

Focused on Reduction and Deterrence of Violent Crime

While the City of Oakland maintained a crime rate significantly above the national average, OHAPD achieved a notable reduction in serious crimes related to OHA property during fiscal year 2025. OHAPD worked to address issues by engaging crime prevention strategies and implementing techniques to reduce and deter violent crimes.

During FY 2025, OHAPD utilized a holistic approach to address crime, and reduced and deterred violent crimes by completing a total of 4,047 virtual site patrol checks using technology and a non-sworn person to conduct patrol checks without necessitating a uniformed presence. Additionally, OHAPD utilized the Crime Prevention through Environmental Design (CPTED) strategies to deter criminal activity by altering and improving the physical environment. OHAPD worked cooperatively with the Office of Property Operations (OPO) to identify properties most susceptible to or in need of environmental crime control measures. Upon identification, OHAPD then worked with the Capital Improvements Department (CID) to address and improve identified environmental factors. In FY 2025, a total of 10 CPTED plans were generated by OHAPD staff, recommending property improvements that included proficient lighting, site security cameras, and/or other property enhancements.





NATURAL ACCESS CONTROL PATHWAYS

Chestnut Linden has the pedestrian pathways within the complex.

There is currently 5 pedestrian entrances:

1. 24th Street (with **unsecured** Vehicle Gate)
2. Chestnut St exterior parking lot (with **unsecured** Vehicle Gate)
3. Linden St exterior parking lot (with **secured** Vehicle Gate)
4. West Grand Main front lobby entrance (**secured**)
5. Chestnut St Garage that leads to lobby to courtyard (**secured**)

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Maintained and Increased Transparency and Resident Partnerships

OHAPD maintained its commitment to accountability and transparency by participating at all OHA's Resident Advisory Board (RAB) meetings and community meetings organized for Lockwood Gardens residents. The department also collaborated and participated in multiple regional Violent Crime Reduction summits in cooperation with faith-based organizations such as Acts Full Gospel Church and Glad Tidings Church.



Through these efforts, OHAPD advanced its mission of reducing crime, strengthening community trust, and promoting safe, supportive housing environments across Oakland.

B. Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2025.

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.	
N/A.	

Section VI. Administrative

A. Reviews, Audits and Inspections

MTW PHA shall provide a general description of any HUD reviews, audits and/or physical inspection issues that require the MTW PHA to take action in order to address the issue.

There are no items to report under this section.

B. Evaluation Results

The MTW PHA shall provide a description of the results of the latest MTW PHA-directed evaluation (or state that there are none).

There are no items to report under this section.

C. 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, 2025					
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 16, 2044	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 14, 2044	Low Income Families / Homeless with HIV/AIDS
Jack London Gateway - Phase II	February 26, 2007	55	June 5, 2009	June 4, 2039	Senior
14 th St. Apartments at Central Station	January 22, 2007	20	November 25, 2009	November 24, 2044	Low Income Families
Tassafaronga Village Phase I	February 25, 2008	80	April 23, 2010	April 22, 2045	Low Income Families
Altenheim Senior Housing Phase II	April 28, 2008	40	April 5, 2010	April 4, 2045	Senior
Fairmount Apartments	October 24, 2008	16	March 8, 2010	March 7, 2026	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 26, 2045	Low Income Families / Homeless with HIV/AIDS
*Harp Plaza (19)	May 24, 2010	19	August 1, 2010	July 31, 2045	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	12	December 1, 2010	November 30, 2025	Low Income Families /
Drachma Housing LP		9	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
AMP 9 - Deep East	July 27, 2009	268	May 1, 2010	April 30, 2030	Low-income families/public housing disposition
AMP 10 - East	July 27, 2009	257	April 1, 2010	March 31, 2030	
AMP 11 - Fruitvale	July 27, 2009	267	January 1, 2010	December 31, 2029	
AMP 12 - San Antonio	July 27, 2009	240	May 1, 2010	April 30, 2030	
AMP 13 - West	July 27, 2009	231	April 1, 2010	March 31, 2030	
AMP 14 - North	July 27, 2009	239	January 1, 2010	December 31, 2029	
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, 2027	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, 2027	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
Ave Vista 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	December 5, 2016	10	September 1, 2017	September 1, 2032	Low Income Families
Seven Directions (10 additional vouchers)	December 5, 2016	9	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	5	June 1, 2018	June 1, 2033	Low Income Families
Swan Market	December 5, 2016	8	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	9	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	12	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	57	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
Foon Lok West	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 Sueños	June 25, 2018	75	May 16, 2024	May 15, 2044	formerly homeless/low-income families
Foon Lok East	February 26, 2018	61	August 24, 2024	August 23, 2044	Low-income families
Ancora Place	April 29, 2019	31	October 8, 2024	October 7, 2044	Low-income families and formerly homeless
Black Panther Apartments (7th and Campbell)	July 23, 2018, and February 1, 2019	39	November 22, 2024	November 21, 2044	Low-income families and formerly homeless
Lion Creek Crossing Phase I RAD	NA	36	August 1, 2024	July 31, 2044	
Lion Creek Crossing Phase II RAD	NA	44	August 1, 2024	July 31, 2044	

Margaret Gordon West Port (a.k.a. West Grand and Brush)	July 23, 2018	28	May 1, 2025	April 30, 2045	Homeless
Lion Creek Crossing Phase I, Section 18 RAD	NA	9			
Lion Creek Crossing Phase II, Section 18 RAD	NA	11			
	Units under HAP Contract	4,800			

AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract	Population Date Served
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	50		

Conditional Awards	Date of BoC approval	# PBV Units	AHAP Contract	Population Date 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	
77th and Bancroft	March 24, 2025	54	TBD	Low-income seniors

Units with conditional award	301			
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		5,558		

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

Appendix B: Overview of Other Housing

Overview of Other Housing					
	Total Unit Count	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	58	171	99	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)	341		197		3
Empyrean	66		32		1
Ave Vista	68		34		1
Total Units	2179	307	768	342	55

Appendix C: Affordable Housing Development Activities by Unit Type

Affordable Housing Development Activities by Unit Type							
	FY 2025 Outcomes Non-traditional Units	FY 2025 Outcomes Traditional Units	FY 2025 Outcomes Manager Units	Total Units	Public Housing	Project-Based Vouchers	Tax Credit Only
BoC APPROVED PROJECTS IN PREDEVELOPMENT							
285 12th Street	40	24	1	65	0	24	41
500 Lake Park	34	18	1	53	0	18	35
Mandela Station Affordable	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	55	19	1	75	0	19	56
77th and Bancroft	36	54	1	91	0	36	55
401 Santa Clara	102	0	1	103	0	0	103
Liberation Park	118	0	1	119	0	0	119
Mandela Homes	125	0	1	126			
3135 San Pablo Avenue	72	0	1	73			
<i>Total in Predevelopment</i>	792	307	12	1111	21	268	623
UNDER CONSTRUCTION	-	-	-	-	-	-	-
The Phoenix	100	0	1	101	0	0	101
121 East 12th Street	90	0	1	91	0	0	91
Friendship Senior	15	34	1	50	0	0	50
3050 International	75	0	1	76	0	0	76
Chinatown TOD Senior Housing	96	0	1	97	0	0	97
<i>Total Under Construction</i>	376	34	5	415	0	0	415
NEW CONSTRUCTION PLACED IN SERVICE							
Coliseum Way	36	0	1	37	0	0	37
Brooklyn Basin 4 (Foon Lok East)	62	61	1	124	0	61	63
<i>Total Placed in Service</i>	98	61	2	161	0	61	100
COMPLETED REHABILITATION							
OAHPi	0	108	0	108	59	49	0
<i>Total Rehabilitation</i>	0	108	0	108	59	49	0
COMBINED TOTAL	1266	510	19	1,795	0	378	1138

Appendix D: MTW and Non-MTW Housing Stock

FY 2025 MTW Housing Inventory MTW and Non-MTW housing stock	
End of FY 2025	
MTW PUBLIC HOUSING	
Large Family Sites	
Campbell Village	154
Lockwood Gardens	372
Peralta Villa	<u>390</u>
	<u>916</u>
Designated Senior Sites	
Adel Court	30
Palo Vista Gardens	100
Harrison Towers	<u>101</u>
	<u>231</u>
HOPE VI Sites	
Linden Court	38
Mandela Gateway	46
Chestnut Court	45
Foothill Family Apts.	21
Lion Creek Crossings Phase 3	37
Lion Creek Crossings Phase 4	<u>21</u>
	<u>208</u>
TOTAL PUBLIC HOUSING	1,355
VOUCHER (SECTION 8) AND OTHER HUD PROGRAMS	
MTW	
General MTW Housing Choice Voucher (HCV)	13,183
Included are Pre-2008 FUP allocation	48
Included are Non-Elderly Disabled (NED)	85
Non -MTW	
Veterans Affairs Supportive Housing (VASH)	510
Mainstream	262
Family Unification Program (FUP)	51
Foster Youth to Independence (FYI)	74
Emergency Housing Vouchers (EHV)	492

Lions Creek Crossings Phase I & II RAD Conversion	80
Lions Creek Crossing Phase I & II Section 18	19
Stability Vouchers	81
TOTAL VOUCHERS	14,753
Other HUD Programs	
Shelter plus Care (S+C)	258
Moderate Rehabilitation (Mod Rehab)	94
TOTAL OTHER HUD PROGRAMS	352
TOTAL VOUCHERS AND OTHER HUD PROGRAMS	15,105
MTW LOCAL PROGRAMS	
Local Housing Assistance Program (LHAP)	3
Sponsor-based Housing Assistance Program (SBHAP)	180
Building Bridges SRO	163
Building Bridges SRO / Shared Transitional	64
Building Bridges CalWORKs	30
Building Bridges Key to Home	23
Homekey	36
RAS	365
Tax Credit Units with no Traditional Subsidy	1,141
TOTAL LOCAL PROGRAMS	2,005
Total	18,465

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.

BOC – Board of Commissioners.

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.

CCR – Confidential Client Request.

COC – Continuum of Care.

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.

DRA – Direct Rental Assistance.

EHV – Emergency Housing Vouchers.

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

FPFY – First Place for Youth.

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.

HOH – Head of Household.

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.

HOTMA – Housing Opportunity Through Modernization Act of 2016.

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

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

KTH – Key to Home.

LAP – Language Assistance Plan.

LEP – Limited English Proficiency.

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

LIHTC – Low Income Housing Tax Credit program.

LP – Limited Partnership.

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

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.

NEPA – National Environmental Policy Act.

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.

NSPIRE – National Standards for the Physical Inspection of Real Estate.

OAHPI – Oakland Affordable Housing Preservations Initiatives.

OHA – Oakland Housing Authority.

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

PHA – Public Housing Authority.

PIT – Point in Time Count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January.

RA – Reasonable Accommodation.

RAB – Resident Advisory Board.

RAS – Rental Assistance Subsidy.

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.

SCE – OHA's Stakeholder and Community Engagement Team.

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.

URP – Utility Reimbursement Payment.

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 is a federal law that, in part, provides housing protections for people applying for or living in units subsidized by the federal government and who have experienced domestic violence, dating violence, sexual assault, or stalking, to help keep them safe and reduce their likelihood of experiencing homelessness.