



Oakland Housing
Authority

MAKING TRANSITIONS WORK ANNUAL REPORT



HOMES THAT HEAL, COMMUNITIES THAT THRIVE



FISCAL YEAR 2026 // JULY 1, 2025 - JUNE 30, 2026

Oakland Housing Authority

Fiscal Year 2026 MTW Annual Report

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Oakland Housing Authority

Fiscal Year 2026 MTW Annual Report

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MESSAGE FROM THE EXECUTIVE DIRECTOR



At the Oakland Housing Authority (OHA), we know a stable home can change the trajectory of a person's life. It provides the foundation for families to weather difficult moments, for children to learn and grow, and for people to pursue education, employment, homeownership, and greater financial independence. Throughout Fiscal Year 2026, that belief continued to guide our work and the way we used the flexibility of Moving to Work (MTW) to respond to the needs of Oakland residents.

This year, one of our most important priorities was protecting housing stability for families at risk of losing their housing assistance. As the Emergency Housing Voucher program approached the end of its funding period, OHA remained focused on what mattered most: keeping families stably housed. During the fiscal year, we transitioned 150 eligible families to the Housing Choice Voucher program, helping ensure they could remain safely in their homes.

We also strengthened partnerships to reach people experiencing homelessness and families facing extraordinary challenges. OHA partnered with the Alameda County Continuum of Care to create a new pathway connecting people experiencing homelessness to housing assistance. And through our partnership with Alameda Alliance for Health and UCSF Benioff Children's Hospital Oakland, we launched an innovative program that pairs affordable housing with health and supportive services for families caring for children with serious or chronic illnesses.

Our commitment extends beyond helping families find a home. We want the people we serve to have opportunities to thrive once they are housed. During the year, 98 OHA residents received scholarships through Oakland Promise Plus, 149 participants received laptops after completing digital literacy training, and 190 residents participated in East Oakland Works, receiving individualized support designed to help overcome barriers to employment and build greater financial stability.

At the same time, OHA continued investing in the homes and communities Oakland needs for the future. We supported affordable housing developments across the city, strengthened partnerships with housing providers, and continued using our MTW flexibility to preserve existing affordable housing and expand housing opportunities for people with extremely low incomes and those who have experienced homelessness.

None of these accomplishments belong to OHA alone. I am deeply grateful to our staff, whose dedication to the people we serve is evident every day, and to our Board of Commissioners for their leadership and stewardship. I also want to thank our partners at every level—federal, state, and local government agencies, affordable housing developers and property owners, service providers, and community organizations—

whose collaboration makes it possible to preserve and create affordable housing, connect residents to critical resources, and expand opportunities for Oakland families.

As we look ahead, OHA will continue to listen, innovate, and build partnerships that help Oakland residents remain stably housed, pursue their goals, and create brighter futures for themselves and their families.

Patricia Wells
Executive Director
Oakland Housing Authority

Section I: Introduction

The Oakland Housing Authority (OHA), established in 1938 to assure the availability of quality housing for low-income persons, is pleased to release its Fiscal Year (FY) 2026 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 innovative methods for delivering housing and supportive services to low-income residents. As an MTW demonstration participant, OHA uses the program's flexibility, which waives certain provisions of the Housing Act of 1937 and HUD's subsequent regulations, to design its services to address specific local market conditions and the needs of Oakland residents. OHA rebranded the program as "Making Transitions Work" to better describe the opportunities created for residents of all ages and stages in life, helping them achieve goals in 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 with information on OHA programs and the MTW budget, as well as an analysis of changes that occurred during the period between July 1, 2025, and June 30, 2026.

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
➤ 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	➤ 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 2026 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 2026, OHA made meaningful progress on several short-term goals outlined in the FY 2026 MTW Annual Plan. Throughout the year, OHA engaged with elected officials

through property tours and site visits to highlight operational needs, showcase accomplishments, and identify opportunities to address Oakland's affordable housing shortage.

The 2026 Point-In-Time (PIT) Count showed a nearly 20% decline in unsheltered homelessness in Oakland since 2024, a reduction of nearly 1,000 people. The PIT Count tallies people experiencing both sheltered and unsheltered homelessness on a single night in January to provide a snapshot of the homeless population and is conducted every two years. To continue advancing progress, OHA partnered with the Alameda Continuum of Care (CoC) to establish Activity #26-01, Coordinated Housing Collaborative: Tenant-Based Voucher Referrals. This initiative is designed to streamline referrals and establish a dedicated pipeline to connect individuals and families experiencing homelessness to housing resources. While the activity was initiated during the plan year and collaboration began to establish roles and responsibilities between the agencies, the referral pipeline is still under development.

Inter-agency collaboration was key to meeting some of the short-term goals, while other goals required internal strategies.

FY 2026 Accomplishments:

- Increased utilization of HCVs by 1.4%, housing 200 more families than last year
- Opened waitlist for the two largest public housing sites to increase utilization in future years to maintain at least 97% occupancy
- Completed 106 full-unit modernizations, exceeding the goal of 60-units described in the Plan
- Continued to build the infrastructure necessary for improvements in reporting and transparency through refining dashboards based on real-time business system information
- Collaborated with local partners to address the homelessness crisis and work towards solutions, both short and long term, while expanding permanent supportive housing efforts
- Educated 120 staff members on effectively working with special needs populations, such as human trafficking survivors, by conducting nine trainings, utilizing funding from the Department of Justice Anti-Trafficking Housing Assistance Grant received in 2024
- Launched the Hospital to Home Pilot Program to serve families with children in the hospital



Hospital to Home Program Launch
Press Conference

Long-term Goals and Objectives

The Authority continued pursuing initiatives that uplift the long-term strategic goals approved by the Board of Commissioners in 2021, focusing on high-impact resident services, strong customer service, and sustained leadership in the development and preservation of affordable housing.

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

OHA remains committed to delivering programs that provide sustained, impactful, and humane resident services through resident-facing departments, as research continues to demonstrate the benefits of such services. The Stewards of Affordable Housing for the Future (SAHF) released a study on the [Impact of Resident Services on Property Financial Performance](#) and found tangible benefits that resident services provide to both residents and property owners.



OHA community event
with a face painter

The study found that resident services in affordable housing help low-income renters maintain long-term stability while improving the financial performance of properties. Across the 248 properties that participated in the study between 2015 and 2019, service-enriched sites posted materially stronger fundamentals, as evidenced by a 26% higher net operating income.

The study found that resident outcomes rise alongside property metrics. Service-enriched residents show greater housing stability and financial resilience, including improved on-time rent payments and lower rent arrears. The SAHF's research further emphasizes the value and importance of the services OHA provides through the Family and Community

Partnerships (FCP) Department, as well as the essential support it provides to residents and owners.

OHA has experienced these benefits firsthand and remains committed to developing new and innovative programming to encourage self-sufficiency and individual growth. The FCP Department facilitates consistent and meaningful engagement with participants through a variety of holistic programs for families with children, seniors, veterans, and working adults focused on education, employment, and long-term stability.

During the FY, OHA supported youth through a multitude of education-focused initiatives and programs, including those that encourage educational pursuits and provide scholarship opportunities. Through the Oakland Promise program, 98 students received scholarships to pursue higher education.

Improving digital literacy was also a major focus. OHA continued to advance the Digital for All initiative to provide free high-speed internet to public housing residents. To

complement this program, OHA worked with participants of all ages to equip them with foundational technological skills through supportive, hands-on training, allowing 171 participants to earn a new laptop to continue their educational goals, assist with job searches, and access essential online resources.

The Oakland Housing Authority Police Department (OHAPD) ensured ongoing, effective security for the OHA community by using flexible single-fund allocations and providing safety services that positively impacted residents, OHA sites, and the surrounding community. OHAPD focused on community engagement by hosting 88 resident community meetings and 112 community-building events to increase visibility and connections within the OHA community.

The Jobs Plus grant, awarded in FY 2023, enabled OHA to support public housing residents in East Oakland to address employment barriers. The grant provides \$2.3M in HUD funding, with \$2.3M in matching funds, to serve 190 residents at one of our largest public housing sites. The Jobs Plus grant funds the East Oakland Works program to provide individualized case management, digital and financial literacy training, and access to a range of resources to address employment challenges, including assistance with professional clothing, transportation services, and job search support. In FY 2026, OHA served 190 participants in the program, with 182 currently enrolled in the Jobs Plus Earned Income Disregard (JPEID) program, resulting in over \$797K in JPEID, and 7 program participants in the Family Self-Sufficiency (FSS) program, for a total of over \$47K in the FSS Escrow account. Over the course of the grant, OHA has served 212 residents through the program, with 190 participants currently enrolled.



OHAPD officers with OHA youth



Career training

Lastly, OHA received a NAHRO Award of Merit for its Safety Awareness for Everyone (SAFE) Program, which supports families—particularly limited English proficient residents, seniors, and other vulnerable groups—in preparing for emergencies. The pandemic highlighted significant gaps in residents' access to emergency preparedness resources. In response, the OHA launched the SAFE Program to ensure the community has the knowledge needed to stay safe and protect valuable assets during a crisis.

Through partnerships with local emergency management teams, the SAFE Program offers training and education that provides residents with essential, life-saving information. Importantly, OHA designed the program to maximize existing resources, allowing it to operate effectively without additional staff or funding.

Additional activities implemented through the Single Fund Flexibility are described in *Section V. Planned Application of MTW Funds* and illustrate OHA's ongoing commitment to delivering impactful resident services, fostering community engagement, and enhancing safety and security across the community.

Sustained High Standards of Customer Service for Residents and Stakeholders

As part of OHA's ongoing commitment to better serve our community, OHA launched a new website after 15 years. This modern platform provides easier access for residents, owners, and other stakeholders to the information and services they need. The website allows for easy navigation to information on available services, waitlist openings, policies and procedures, housing programs, and many more useful tools.

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 such as 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.

The SCE team engaged with residents, affordable housing owners, and members of the public 237 times throughout the year, averaging 20 cases per month, and approximately 1 new case every working day. This team addressed 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.

As OHA experienced a 60% decrease in cases compared to last year, the SCE team's efforts contributed to a reduction in both the number and types of complaints received, shorter resolution times, and increased referrals to supportive services. Insights from these interactions informed improvements in OHA's Standard Operating Procedures (SOPs) across the agency and educated the community at large about OHA housing programming and services.

Every May, the East Bay Housing Organizations (EBHO) leads Affordable Housing Month, a regional celebration of partnerships, investments, and community commitment that make affordable housing possible throughout the Bay Area. OHA participated in a series of events highlighting how affordable housing creates stability, opportunity, and stronger communities across Oakland. Through property rehabilitations, groundbreaking celebrations, grand openings, and site tours, OHA joined partners and stakeholders to showcase both the progress being made



OHA Affordable Housing Month
Bus Tour

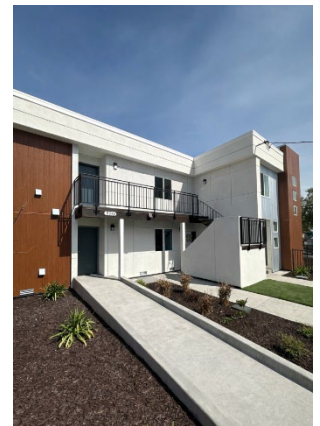
and the continued need for investment in affordable housing solutions. OHA used these events to inform the community at large about OHA's investment in Oakland, highlight the variety of programs offered, and engage with stakeholders who are typically hard to reach.

Lastly, OHA continued to strengthen relationships with property owners in Oakland and worked to provide incentives to ensure assisted families are competitive in the rental market. There are a number of incentives implemented to entice property owners to participate in OHA programs, including vacancy loss payments, dwelling repair assistance, pre-qualifying inspections, leasing incentive payments, the owner recognition program, and security deposit assistance. More than 800 OHA families benefited from the leasing incentive payment, and over 540 families received security deposit assistance. All these incentives, with the number of families assisted and expended costs, are described in *Activity #17-01, Owner Incentives Program*.

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

OHA continued to prioritize development and preservation throughout the City of Oakland, 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.

Modernization and preservation of OHA-managed sites remained critical to serving Oakland families. The Capital Improvements Department preserved over 180 units in the public housing and scattered-site portfolios. OHA celebrated the full rehabilitation of one of the scattered sites, a 3-unit affordable housing property on Plymouth St., by hosting an open house for elected officials, housing advocates, community partners, and the community at large. While it is a small site, it has had a large impact on the community. The Plymouth St. rehabilitation reflects OHA's belief that even modest-sized affordable housing sites can have a powerful impact when preserved with intention, care, and long-term commitment.



Plymouth St.

By 2030, OHA anticipates creating more than 1,700 new affordable homes across Oakland while preserving more than 750 additional homes through rehabilitation efforts like Plymouth Street, reflecting the agency's broader commitment to long-term housing stability and neighborhood preservation. While preservation remains a critical part of OHA's work, creating new affordable housing opportunities is equally important.

The Rental Assistance Subsidy (RAS) is an innovative financing program designed to



The Phoenix

provide subsidies to affordable housing projects that serve at least 25% extremely low-income (ELI) households and are therefore projected to operate at a deficit. This subsidy is critical for housing formerly homeless families and has been successful in helping projects secure necessary funding. To date, OHA has committed RAS funding to seven projects totaling over \$25M that directly support over 640 units of permanent supportive housing for formerly unhoused individuals and families.

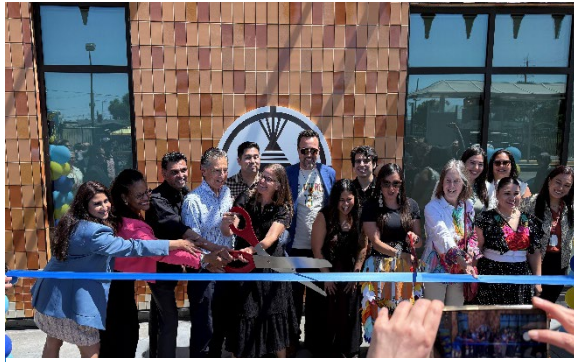
OHA celebrated the completion of the Phoenix, a project that received RAS funding, adding 100 new affordable homes in West Oakland, including 49 units specifically targeting chronically unhoused individuals. In partnership with Abode Housing Development and the East Bay Asian Local Development Corporation (EBALDC), OHA is providing funding to ensure extremely low-income households have a community they enjoy and have access to meaningful, supportive services and resources that can lead to life-changing housing stability.

In addition, the affordable housing development features three murals completed by Bay Area Mural Program (BAMP) artists to honor the site's history. The artwork includes a mural in homage to Captain William T. Shorey, a renowned and skilled whaler who was the only African American ship captain on the West Coast in the late 19th century. Another prominent mural features the Pullman Railroad Porters and Brotherhood of Sleeping Car Porters, the first African American labor union to be affiliated with the American Federation of Labor (AFL). Additionally, the muralist explained that the Phoenix Rising, with feathers, embodies the spirit of a community resurgence, mirroring West Oakland's Prescott neighborhood.



Mural at the Phoenix

OHA also celebrated the grand opening of another RAS Project, Flicker Bird Homes, a 76-unit affordable housing development in Oakland's Fruitvale neighborhood. This project was made possible through partnerships with the Satellite Affordable Housing Associates (SAHA) and the Native American Health Center. OHA supported the project through its RAS Program, committing more than \$2.5 million to fund 21 permanent supportive homes at the property. The investment reflects OHA's growing focus on creative housing solutions that help deeply affordable developments remain financially sustainable while serving residents with the greatest housing needs. By integrating affordable housing with healthcare services, supportive services, and culturally grounded community spaces, Flicker Bird Homes demonstrates how housing can promote long-term stability, health, and community connection.



Flicker Bird Grand Opening

OHA had numerous building developments break ground during the year, including at 2700 International. OHA collaborated with partners including Eden Housing, The Unity Council, and John Stewart Company to celebrate the groundbreaking of a new permanent supportive housing development serving veterans, with 75 units.

To bring this project to life, OHA committed 19 project-based Veterans Affairs Supportive Housing (VASH) vouchers and a \$3.8 million development loan. These investments helped move the development from planning to construction. The groundbreaking reflects the importance of pairing affordable housing with supportive services. Through the VASH program, residents will receive both rental assistance and access to case management and clinical services provided through the U.S. Department of Veterans Affairs, helping create long-term housing stability for veterans who have experienced homelessness.

OHA was recognized as a leader in housing development after receiving a NAHRO Award of Merit in September 2025 for the Brooklyn Basin Development, which delivers more than 3,700 waterfront homes for residents of all ages and income levels. The project is the result of a highly collaborative public-private partnership whose vision began in 2004 and reached full lease-up in FY 2025.

More information on these development projects can be found in *Activity #08-01, Fund Affordable Housing Development*.

Expand Board Knowledge of OHA and its Affiliates

In FY 2026, 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.

Three commissioners attended the NorCal / Nevada National Association of Housing and Redevelopment Officials (NAHRO) conference to learn about new federal policies coming down the pike, such as HOTMA and NSPIRE updates, discuss best practices, and attend commissioner-focused sessions. Additionally, Commissioners represented OHA at two other conferences throughout the year, including the National NAHRO conference and the Pacific Southwest Regional



OHA staff and commissioners attend a local conference

Council (PSWRC) NAHRO conference. Traveling and attending conferences enable peer exchanges that ensure strong compliance, effective and informed governance, and responsible stewardship of federal funds. Conferences are a way for PHAs to effectively disseminate best practices and innovations, provide training to implement complex federal programs, and encourage professional development for staff and commissioners.

Commissioners engaged with the OHA community and its affiliates at 11 events throughout the year, focusing on connecting with residents and program participants. Annual community events, such as the 42nd Annual Senior Splendor and Winter Wonderland, give commissioners opportunities to understand residents' needs while participating in enjoyable activities. Additionally, external events like the 2026 Point-in-Time Count offer further chances for engagement and insights from local partners.

In addition to community engagement, OHA continued to improve the information presented to the Board through enhanced dashboards and creative visuals. These informational items help the board better understand the policies and decisions being made, leading to improved efficiency and greater community impact.

B. Participant Impact Stories

Homeownership

Homeownership can be life-changing — not just for one person, but for an entire family. Through the **Oakland Housing Authority (OHA) Homeownership Program**, Oakland residents are gaining the tools, education, and financial support needed to turn the dream of owning a home into reality. Recently, two program participants reached that milestone, purchasing homes for their families and creating new foundations for stability and generational wealth.



New OHA Homeowner

On December 26, 2025, a single mother of two and employee at a local children's hospital purchased a two-bedroom, one-bathroom home in East Oakland. Her purchase was supported by more than \$180,000 of down payment assistance from the CalHome Program, making her dream of homeownership a reality.

Momentum continued into 2026. On February 28, the program celebrated its first new homeowner of the year, a single mother of three and proud graduate of OHA's Family Self-Sufficiency Program.

After more than six years working as a Customer Service Representative with the Internal Revenue Service, she purchased a three-bedroom, two-and-a-half bath townhouse at the Mandela Gateway development in West Oakland through the City of Oakland's **Below Market Rate (BMR) homeownership program**. Located near major transit and neighborhood amenities, the home reflects Oakland's commitment to creating opportunity

in high-access neighborhoods. Because BMR homes include long-term affordability restrictions, the same homes remain affordable to future eligible buyers — ensuring that multiple generations of Oakland families can benefit from homeownership.

“Homeownership creates stability not just for one family, but for future generations,” said OHA Executive Director Patricia Wells. “Oakland Housing Authority’s Homeownership Program helps ensure that Oakland families have the opportunity to build wealth and put down lasting roots in our community.”

OHA continues working with residents, community partners, and lenders to expand opportunities for Oakland families to achieve the dream of homeownership.

Family Self-Sufficiency

The Family and Self-Sufficiency (FSS) program supported a mother of three in achieving a powerful milestone on her path toward economic independence. Through determination and consistent engagement in both employment and training opportunities, she increased her annual earned income from \$24,598 to \$70,219 —nearly tripling her earnings and creating a more stable foundation for her family in a position through a local organization focused on training parents, caregivers, and community members in early childhood literacy.

While advancing in her job, she also enrolled in training to become an EKG Technician and successfully completed her certification exam. This accomplishment positioned her to transition into the healthcare field, where she anticipates greater long-term financial stability and a continued reduction in reliance on OHA assistance.

Her achievements through the FSS program have resulted in substantial financial growth, including an FSS escrow balance of \$42,629. She plans to use these funds to build emergency savings—a key step toward sustained independence and security for herself and her children.

This success story illustrates how comprehensive support, paired with personal commitment, can empower families to achieve meaningful and lasting economic progress.

Foster Youth to Independence Program

During FY 2026, one Foster Youth to Independence (FYI) participant reached a significant milestone by completing all the requirements to enlist in the United States Navy – an accomplishment that reflects extraordinary perseverance, discipline, and long-term vision. This achievement not only marked the beginning of a meaningful career pathway but also demonstrated the powerful outcomes that become possible when foster youth are connected to stable housing and targeted support.

With access to a Housing Choice Voucher and the comprehensive services offered through the FSS program, the participant built a strong foundation for success. Employment preparation, dedicated case management, and clearly defined personal and professional goals helped the participant remain focused as they navigated the transition to military service.

This success story underscores how coordinated housing stability, supportive services, and youth-centered guidance can open doors to careers that provide structure, training, income, and long-term advancement. The participant's accomplishment stands as a testament to what young people can achieve when they have the tools, encouragement, and resources to pursue their aspirations.

East Oakland Works

The impact of East Oakland Works is clearest at the household level. A bus pass can help a resident get to a new job. Access to a laptop and the internet can make it possible to complete an application or a training program. Childcare can make it possible to attend an interview or obtain employment. A credential can open the door to a higher-paying career. And increased earnings, combined with JPEID and FSS, can help a family begin building savings and establish greater financial stability.

EOW reflects an important principle behind OHA's approach to self-sufficiency: residents set their goals and do the work to achieve them; OHA works to ensure they have access to the resources and opportunities that can help them succeed.

For one participant, that opportunity is happening through EOW today. This participant initially enrolled in the program while working in the fast-food industry and was looking to transition to a professional office environment. She later joined the East Oakland Works team as a Community Coach, supporting other residents while continuing to pursue her own goals. With support from the program, she completed her high school diploma through the San Leandro Adult School and graduated in June 2026. A mother of four, she is now preparing for her next goal: earning an associate degree from Laney Community College.

"This journey empowered me to complete my high school diploma, and I am proud to graduate this June 2026," she said. "The team here is the best support system I've ever had."

A resident of Lockwood Gardens enrolled in the EOW Program on March 26, 2025. She has worked as a full-time caregiver with Alameda County In-Home Supportive Services for four years. Her primary goal in joining EOW was to purchase a home for herself and her family. Through the Jobs Plus Earned Income Disregard (JPEID) program, she began

saving towards this goal. EOW also provided practical support along the way, including assistance with transportation costs. The participant is now in the final phase of the Oakland Housing Authority Homeownership Program and is on track to achieve homeownership for herself and her family.

These experiences highlight the importance of investing in residents at various stages of their journey. The aim is not to define self-sufficiency in one specific way, but rather to ensure that residents have access to the resources, relationships, and opportunities necessary for them to take their next steps.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

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

Public Housing

OHA received approval on the Section 18 application #DDA0008342 to dispose of 253 units in July 2018. Three senior housing sites, Oak Grove North, Oak Grove South, and Harrison Tower were the subject properties included in the application approval. The primary goal of the application was to preserve these units and address longstanding challenges arising from chronic funding gaps in the public housing program. While Oak Grove North and South have been completed and are back in service as PBV sites, OHA staff continue to work on the disposition of Harrison Tower.

Harrison Tower

Two significant challenges have delayed the Harrison Tower project. First, changes to the State of California's tax-exempt bond allocation procedures in late 2020 caused delays in securing the bonds and 4% Low-Income Housing Tax Credits needed to finance critical repairs. Second, due to the complex seismic safety needs of the 13-story tower, OHA determined that it would be prudent to conduct a peer review of the initial seismic strengthening program. A major outcome of the peer review resulted in a change to the engineering team and a full structural redesign. Despite these challenges, OHA continue to move forward with the necessary predevelopment activities, including architectural design, engineering, resident relocation, property subdivision, environmental mitigation planning, and other necessary steps to close the construction financing and finalize the disposition of Harrison Towers. The project is advancing rapidly as the team prepares to submit a tax-exempt bond and 4% Low Income Housing Tax Credit application to the CA Debt Limit Allocation Committee and CA Tax Credit Allocation Committee, respectively, in September 2026. If the application is successful, the project will close all construction financing and begin construction in May or June 2027.



Harrison Tower

The current target date for finalizing the disposition and closing all construction financing is June 2027, with the execution of the Agreement to Enter into a Housing Assistance Payment (AHAP) contract scheduled immediately prior to closing.

Rental Assistance Demonstration (RAD)/Section 18 Blend Conversions



In June 2024, in collaboration with the owners of Lion Creek Crossing (LCC) Phase I and II, OHA closed on the Low-Income Housing Tax Credit re-syndication and RAD/Section 18 conversion of 80 public housing units to RAD and 19 units to Section 18 PBVs. Construction began immediately after closing on the following major rehabilitation scope of work items: improving building waterproofing, repairing, and rebuilding balconies, repairing and replacing deteriorated wood trim and trellises, and repainting the buildings. The rehab construction was completed during FY 2026.

Other RAD / Section 18 transactions that were contemplated for FY 2026 are the following:

Foothill Family Apartments

The RAD/Section 18 Blend conversion of Foothill Family Apartments closed in October 2025, and rehabilitation of the property is currently in progress.

Chestnut Court, Linden Court, and Mandela Gateway

OHA continued discussions with the owners of Chestnut Court, Linden Court, and Mandela Gateway, three additional legacy OHA HOPE VI projects that have reached the end of their initial tax credit compliance terms, regarding the feasibility of RAD or RAD/Section 18 blend conversions.

OHA and the project owner decided to pursue the conversion of Chestnut Court and Linden Court first. A RAD application and an application for tax credits for these developments were submitted in FY 2026.

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 can serve up to 180 households per month.

Building Bridges

The Building Bridges initiative, which uses various partnerships with the city, Alameda County, and experienced community-based organizations to provide housing assistance

to underserved populations, continued operations in FY 2026. The Building Bridges initiative includes the programs described below.

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, people who are 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 2026, OHA awarded a subsidy to house up to 30 families referred from ACSSA each month. ACSSA provided wraparound case management services to address employment barriers and assisted participants in accessing 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



OHA staff visiting a construction site

During FY 2026, OHA continued to support the development of affordable housing by nonprofit developers, thereby significantly increasing the availability of high-quality affordable housing for low-income families, seniors, veterans, and persons with disabilities in Oakland.

OHA has active commitments to help finance nine new affordable housing developments in addition to the RAS projects described below. These new affordable housing developments

include Liberation Park (119 units), 3135 San Pablo (73 units), Mandela Homes (126 units), 500 Lake Park (53 units), 285 12th Street (65 units), Mandela Station Residences (240 units), Harrison Tower (101 units), 2700 International Blvd. (75 units), and Brighter Bancroft Seniors (90 units), with additional information provided in *Section IV, Activity 08-01*.

In addition to the pipeline projects described above, OHA acquired 401 Santa Clara Avenue, a 103-unit building constructed in 1967 in March 2025. The property, located in the Grand Lake neighborhood, is well served by grocery stores, restaurants, cafes, Lake Merritt, and public transportation, and is vacant. 401 Santa Clara Avenue will require a substantial amount of rehabilitation due to smoke and water damage from a fire, however the property also presents a rare opportunity to provide affordable housing for low-income persons in a highly resourced community. In FY 2026, OHA commenced architecture and engineering design for the rehabilitation of 401 Santa Clara Avenue.

Housing Choice Vouchers

The majority of OHA's housing assistance was delivered through tenant-based vouchers. OHA worked to increase the number of families served through the allocated 13,285 HCVs using traditional tenant-based or project-based subsidies. Approximately 101 of the vouchers were reserved for the Family Unification Program, and 85 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 approximately 439 vouchers allocated for the Emergency Housing Voucher (EHV) program.

Project-Based Vouchers

In FY 2026, OHA leased 55 new Project-Based Vouchers (PBVs) at properties that completed construction.

Out of the 55 newly added PBVs, 21 units are a conversion of the public housing units to PBVs at two mixed-finance properties through the first component of the RAD program at Foothill Family Apartments. The remaining 34 units were PBVs leased up at Friendship Senior Housing.

In the FY 2026 Plan, OHA indicated a total of 292 (non-RAD) PBVs would have at least an Agreement to Enter into a Housing Assistance Payment (AHAP) contract by the end of the fiscal year. OHA executed two new AHAP contracts for 44 units during the fiscal year, but did not meet the goal set forth in the FY 2026 Plan.

2700 International Boulevard completed an AHAP contract in FY 2026. The project will feature 75 permanently affordable housing units for households earning up to 60% AMI. OHA is providing 19 VASH PBVs to this project.



34th and San Pablo Family Apartments also executed an AHAP contract, and it is currently under construction. OHA is providing 25 PBV units to this project.

Also, 285 12th Street (16 units), and Mandela Station (60 units), 500 Lake Park (18 VASH PBV units), 77th and Bancroft (54 units) and Harrison Tower (101 units) did not manage to enter into an AHAP contract at the end of FY 2026. Lack of tax credit, construction financing, and unavailability of local and state funding were mentioned as the main reason for the delays.

Additionally, for the RAD conversions, Mandela Gateway, Lion Creek Crossing III and IV, did not have any updates. OHA decided to pursue the conversion of Chestnut Court and Linden Court during the fiscal year, and submitted a RAD application.

In FY 2026, OHA did not award any new PBVs. A list of all PBV sites is included in Appendix A.

i. Actual New Project Based Vouchers

Table 3. Planned New Project-Based Vouchers					
Project-based for first time during plan year where at least an AHAP is in place by end of plan year					
Property Name	Number of Vouchers Project-Based		Status at the end of Plan Year **	RAD?	Description of Project
	Planned *	Actual			
2700 International	19	19	Committed	No	2700 International will provide affordable housing for extremely low to low-income families as well as 19 units set aside for formerly homeless veterans through 19 PBV VASH, providing 74 units of much needed affordable housing for Oakland and the Fruitvale area.
34th and San Pablo	25	25	Committed	No	This project will provide 60 new homes affordable to families with incomes up to 60% of Area Median Income (AMI). The building will contain 13 studios, 13 one-bedroom, 22 two-bedroom, and 12 three-bedroom apartments for a total of 106 bedrooms.

500 Lake Park Avenue	18	0	Pending	No	500 Lake Park Avenue in Oakland is a mixed-use affordable housing development that includes 53 rental apartments and approximately 2,500 square feet of retail space. The project has a conditional award for 18 PBV VASH units
285 12th St	16	0	Pending	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.
Mandela Station Affordable	60	0	Pending	No	Mandela Station Affordable is a transit-oriented, mixed-use affordable project at the West Oakland BART station. The project envisions the construction of 240 units of affordable rental apartments and approximately 16,000 square feet of neighborhood retail space. The project has a conditional award for 60 PBV units
Foothill Family ***	21	0	Committed	Yes	Foothill Family is a 65-unit public housing property. 19 units will convert to PBV through Rental Assistance Demonstration.
Harrison Tower	101	0	Pending	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.
	259	44	Planned Total voucher to be Newly Project-Based		

ii. **Actual Existing Project Based Vouchers**

Table 4: Planned Existing Project-Based Vouchers

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

Property Name	Number of Project-Based Vouchers		Status at End of Plan Year*	RAD?	Description of Project
	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.

Alteneim Senior Housing Phase I	23	23	Leased/Issued	No	The first phase of Altenheim Senior Housing project in Dimond district of Oakland with 93 units for low-income seniors. The project was leased up in 2007 with 23 PBV units.
Lion Creek Crossings II	18	18	Leased/Issued	No	The second phase of Lion Creek Crossings project with 146 units in East Oakland for low-income families. The project was leased up in 2007 with 18 PBV units.
Madison Street Loft Apartments	50	50	Leased/Issued	No	An affordable housing project of 79 units near downtown Oakland for low-income families. The project was leased up in 2008 with 19 PBV units.
Lion Creek Crossing III	16	16	Leased/Issued	No	The 3rd phase of Lion Creek Crossings project with 106 units in East Oakland for low-income families. This phase was leased up in 2008 with 16 PBV units.
Seven Directions	28	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	55	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 Altenheim Senior Housing project with 81 units for low-income seniors. This phase was leased up in 2010 with 40 PBV units.
Fairmount Apartments	16	16	Leased/Issued	No	An affordable housing project of 31 units in Grand Lake area of Oakland for low-income families and persons with disability. The project was leased up in 2010 with 16 PBV units.

Tassafaronga Village Phase II	19	19	Leased/Issued	No	The second and final phase of Tassafaronga project with 20 units for low-income/homeless 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	1,513	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	54	Leased/Issued	No	The first phase of the Savoy project of 101 units in downtown Oakland for individuals with special needs. The project was leased up in 2012.
Hugh Taylor House	35	35	Leased/Issued	No	An affordable housing project of 43 units in East Oakland for low-income families. The project was leased up in 2012.
Madison Park Apartments	96	96	Leased/Issued	No	An affordable housing project of 98 units near downtown Oakland for low-income seniors. The project was leased up in 2012.
Merritt Crossing Apts (6 th and Oak)	50	50	Leased/Issued	No	An affordable housing project of 70 units near Chinatown Oakland for low-income seniors. The project was leased up in 2012 with 50 PBV units.
720 E 11 th Street Apts (aka Clinton Commons)	16	16	Leased/Issued	No	An affordable housing project of 55 units in Eastlake district of Oakland for low-income/homeless with HIV/AIDS families. The project was leased up in 2012 with 16 PBV units.

Harrison Street Senior Housing	11	11	Leased/Issued	No	An affordable housing project of 73 units near downtown Oakland for low-income seniors. The project was leased up in 2012 with 11 PBV units.
Kenneth Henry Court	13	13	Leased/Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.
California Hotel Phases 1 and 2	88	88	Leased/Issued	No	The first and second phase of California Hotel project of 137 units for families of low-income/special needs/homeless/HIV/AIDS. The phase was leased up in 2013 with 88 PBV units.
James Lee Court	12	12	Leased/Issued	No	An affordable housing project of 26 units for low-income families. The project was leased up in 2013.
Savoy Phase 2	46	46	Leased/Issued	No	The 2nd phase of the Savoy project of 101 units at downtown Oakland for special needs/homeless/HIV/AIDS individuals. This phase was leased up in 2013.
Slim Jenkins Court	11	11	Leased/Issued	No	An affordable housing project of 32 units in West Oakland for low-income families. The project was leased up in 2013 with 11 PBV units.
Oak Point Limited (OPLP)	15	15	Leased/Issued	No	A scattered-site affordable housing project of 31 units in West Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
Drasnin Manor	25	25	Leased/Issued	No	An affordable housing project of 26 units in East Oakland for low-income families. The project was leased up in 2013 with 25 PBV units.
St. Joseph's Family Apts	15	15	Leased/Issued	No	An affordable housing project of 62 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2013 with 15 PBV units.
MacArthur Apts	14	14	Leased/Issued	No	An affordable housing project of 32 units in Lower Hills district of Oakland for low-income families. The project was leased up in 2013 with 14 PBV units.
California Hotel Phase 3	47	47	Leased/Issued	No	The third and final phase of California Hotel project of 137 units for low-income/special needs/homeless/HIV/AIDS families. This phase was leased up in 2013 with 47 PBV units.
Lion Creek Crossings V	127	127	Leased/Issued	No	The fifth phase of Lion Creek Crossings project of 128 units in East Oakland for low-income seniors. The project was leased up in 2014 with 127 PBV units.
Cathedral Gardens	43	43	Leased/Issued	No	An affordable housing project of 100 units in Uptown district of Oakland for low-income families. The project was leased up in 2014 with 43 PBV units.

Lakeside Senior Apartments	91	91	Leased/Issued	No	An affordable housing project of 92 units on the banks of Lake Merritt in Oakland for low-income seniors. The project was leased up in 2015 with 91 PBV units.
Marcus Garvey Commons	10	10	Leased/Issued	No	An affordable housing project of 22 units in West Oakland for low-income families. The project was leased up in 2015 with 10 PBV units.
1701 Martin Luther King Jr. Way	25	25	Leased/Issued	No	An affordable housing project of 26 units near downtown Oakland for low-income/special needs/homeless/HIV/AIDS families. The project was leased up in 2015 with 25 PBV units.
MURAL aka MacArthur Transit Village	22	22	Leased/Issued	No	An affordable housing project of 90 units in West Oakland for low-income families. The project was leased up in 2016 with 22 PBV units.
AveVista aka 460 Grand	34	34	Leased/Issued	No	An affordable housing project of 68 units in Lake Merritt area of Oakland for low-income families. The project was leased up in 2016 with 34 PBV units.
11th and Jackson (Prosperity Place)	35	35	Leased/Issued	No	An affordable housing project of 71 units in Chinatown Oakland for low-income families. The project was leased up in 2017 with 35 PBV units.
Civic Center TOD	20	20	Leased/Issued	No	An affordable housing project of 40 units in downtown Oakland for low-income/special needs/homeless families. An AHAP for 10 PBV was executed in 2016.
Redwood Hill Townhomes	27	27	Leased/Issued	No	An affordable housing project of 28 units in Laurel district of Oakland for low-income/special needs families. An AHAP for 11 PBV was executed in 2017.
3706 San Pablo Avenue	20	20	Leased/Issued	No	An affordable housing project of 87 units on the cities' border of Oakland and Emeryville for low-income families. An AHAP for 20 PBV was executed in 2017.
Embarc 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, and parks are all within half a mile of the property. Resident services are not available on-site but residents have access to Resources for Community Development's (RCD) resident services programs. The 14 PBV subsidies will be attached to 8 two-bedrooms and 6 three-bedrooms.

Westlake Christian Terrace West (WCTW)	121	121	Leased/Issued	No	Westlake Christian Terrace West is one of the 15 Oakland properties that provides permanent affordable housing to elderly seniors. Originally built in 1978 using HUD Section 236 insured financing, the property is located in downtown Oakland at 275 28th Street along the Broadway – Valdez corridor. With a total of 198 one-bedroom units and two manager units, the project provides residents with full kitchens and bathrooms, a community room, laundry room, property management and social services offices and parking.
Paseo Estero and Vista Estero (formerly known as Brooklyn Basin 1 and 2)	132	132	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Empyrean	32	32	Leased/Issued	No	The Empyrean is a 99 unit severely distressed Single-room Occupancy hotel in downtown Oakland which will be converted into 66 affordable studio and 1-bedroom apartments. Leased in Jan. 2019.
Camino 23	26	26	Leased/Issued	No	An affordable housing project of 32 units in East Oakland for low-income/special need families. An AHAP was executed in 2018 for 26 PBVs.
Oak Groves - North and South	152	149	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. The project was leased up in 2017 with 3 PBV units.
Hisman Hin-Nu Apartments	10	10	Leased/Issued	No	An affordable housing project of 92 units in Fruitvale district of Oakland for low-income families. The project was leased up in 2017 with 7 PBV units.
San Pablo Hotel	31	31	Leased/Issued	No	An affordable housing project of 143 units near downtown Oakland for low-income seniors. The project was leased up in 2018 with 27 PBV units.
Ambassador Apts	10	10	Leased/Issued	No	An affordable housing project of 69 units at 3610 Peralta Avenue in Oakland for low-income families. The project was leased up in 2017 with 10 PBV units.
Acts Cyrene (94th and International	14	14	Leased/Issued	No	An affordable housing project of 59 units in East Oakland for low-income families. The project was leased up in 2017 with 14 PBV units.
Hamilton Apartments	92	92	Leased/Issued	No	The Hamilton Apartments is located at 510 21st Street in Oakland. The Project was awarded 92 Section 8 Project-Based Vouchers for 92 studios units serving low-income adults.

International Blvd. Apartments	18	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.
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 of preserving units and preventing 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 of preserving units and preventing displacement within Oakland. HAP was executed in January 2020
Bishop Roy C. Nicholas	16	16	Leased/Issued	No	This project is part of the RFQ16-008. The project provides safe and affordable housing to very low and extremely low-income senior households. The project is centrally located within close proximity to retail services, hospital facilities, public transportation, and parks.
3268 San Pablo	50	50	Leased/Issued	No	New construction of a 5-story apartment building with 50 units affordable to low-income seniors (aged 62+). The project is at 100% supportive housing development. The project will demolish an existing building and parking to that occupy the site.
Nova Apartments	56	56	Leased/Issued	No	New construction of 56 affordable units. The project is 100% supportive housing development for extremely low-income at 20% AMI or below and chronically homeless individuals. The project owner will partner with Lifelong Medical Care to provide on-site supportive services.
Aurora Apartments	43	43	Leased/Issued	No	New construction of 43 affordable units which will replace a vacant 1,000 sqf industrial building. The project include 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 risk 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 particularly serve low-income seniors
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 -studio complex in an enriched service environment. The PBV-subsidy will be provided to 12 units set aside for low-income residents.
95th and International	27	27	Leased/Issued	No	The Project is the second phase of the previously completed 94th and International project located across the street. This development is important to the continued revitalization and preservation of affordable housing in East Oakland.
Kenneth Henry Court (add'l units under RFQ16-008)	15	15	Leased/Issued	No	An affordable housing project of 51 units in the Bancroft district of Oakland for low-income families. The project was leased up in 2013.

Foon Lok West (formerly known as Brooklyn Basin 3)	65	65	Leased/Issued	No	Brooklyn Basin is a large scale, master planned community along Oakland's waterfront that includes 3,100 units, 200,000 square feet of commercial space and 32 acres of open space. The affordable component is comprised of 465 units and will be developed by MidPen Housing Corp. in phases on two parcels acquired by the City of Oakland and OHA. MidPen will pursue five (5) affordable projects -- four for families and one for seniors. All projects will include open landscaped plazas, children's play areas (except for the senior property), community and specialized activity rooms, and on-site resident support and property management services. A total of 258 PBVs were awarded to the five projects in 2018.
Casa Suenos (formerly known as 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 a 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	34	Leased/Issued	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	36	36	Leased/Issued	Yes	Located in East Oakland, Lion Creek Crossings is the comprehensive redevelopment and revitalization of Coliseum Gardens. This transformative development serves as a catalyst for future transit-oriented development around the Coliseum BART station in Oakland, financed as part of a HOPE VI Grant to the Housing Authority of the City of Oakland. A public-private partnership with East Bay Asian Local Development Corporation (EBALDC) and the Oakland Housing Authority, this 10-year development built over five phases is situated around a 5.7 acre public park with a basketball court, children's play area, natural creek, 12,000 square foot community center that is home to a HeadStart center, child care center, state-of-the-art computer lab, after school program and family resource center. Lion Creek Crossings reconnected the community to transit and open space.
Lion Creek Crossing I	9	9	Leased/Issued	Yes	
Lion Creek Crossing II	44	44	Leased/Issued	Yes	
Lion Creek Crossing II	10	10	Leased/Issued	Yes	

Longfellow Corner (formerly known as 3801 MLK)	16	16	Committed	No	Longfellow Corner (3801 MLK Jr. Way) will be located in the Longfellow neighborhood of Oakland on the prominent corner of Martin Luther King Jr. Way and MacArthur Ave. The proposed development will provide 77 affordable apartments for low-income households in a new, mixed-use, transit-oriented development. Thirty-four of these apartments will be dedicated to serving formerly homeless individuals and families. The project is under AHAP contract for 16 PBV units
Foothill Family Partners	0	21	Leased/Issued	Yes	RAD conversion. Former Public Housing. 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.
2700 International	0	19	Committed	No	The project will feature 75 permanently affordable housing units for households earning up to 60% of the Area Median Income (AMI), including 22 supportive housing units dedicated to formerly homeless veterans. The development will also include ground-floor commercial space and a podium parking garage with 34 parking spaces for residential and commercial use.
34th and San Pablo	0	25	Committed	No	This mixed-use, affordable development will contribute to the revitalization of the San Pablo Avenue corridor with 60 healthy family homes and 2,500 square feet of ground floor commercial space fronting a renovated streetscape.

4915

4921

Planned Total Existing Project-Based Vouchers

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

During FY 2026, OHA supported the development and preservation of affordable housing in Oakland through various methods, including partnerships with local developers via predevelopment and development loans, PBV commitments, Rental Assistance Subsidy (RAS) funding, and the repositioning of existing OHA-owned real estate.

The RAS program continued to ensure long-term financial viability and stability for seven properties. OHA celebrated the full lease-up of the Inn at Coliseum Way, providing 36 families with permanent supportive housing, and completed the construction of two RAS

projects. The RAS enabled the development of the Phoenix, providing 101 new affordable housing units and 76 new homes at 3050 International Blvd. These sites will serve formerly homeless families and provide ample community amenities. The remaining four sites will provide housing for over 430 families, through over \$15M of investment over 15 years.

OHA continued working with partners to reposition OHA-owned real estate to preserve 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 Phases 1 and 2, which closed on all construction financing at the end of FY 2024, and immediately commenced rehabilitation. During FY 2026, construction completion was achieved. Based on the successes seen in the first conversion, the Authority's Board of Commissioners approved the submittal of additional RAD-Section 18 blend applications. During the FY, OHA submitted a new RAD application and an application for tax credits to facilitate the refinancing and rehabilitation of the Chestnut Court and Linden Court public housing sites.

Additionally, OHA used the flexibility described in *Activity 08-01, Fund Affordable Housing Development Activities*, to significantly advance its affordable housing pipeline, supporting an additional nine affordable housing sites throughout the city of Oakland. These developments collectively represent hundreds of new or improved affordable homes for families, seniors, veterans, and formerly homeless individuals.

OHA had over 1,100 affordable homes in the predevelopment stage, 320 units under construction, 220 units placed in service, and over 400 units rehabilitated for a total of over 2,000 affordable homes impacted by OHA during the FY. OHA's development efforts are broken down in *Appendix C. Affordable Housing Development Activities by Unit Type*.

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 2026, OHA expended \$13,632,640 of MTW funds on capital expenditures. These expenditures included improvements to public housing sites and administrative 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 2026.

401 Santa Clara - OHA acquired this vacant apartment building at 401 Santa Clara Avenue in March 2025 to provide high-quality housing for low-income seniors.

Predevelopment work progressed in FY 2026. The Authority expended \$9,512,396 in MTW funds on architecture, engineering, environmental studies, and other due diligence, as well as property maintenance and operating costs for 401 Santa Clara during FY 2026.

Foothill Family - OHA expended \$3,143,810 of MTW funds towards the rehabilitation of Foothill Family Apartments, LP, in FY 2026. This is a 65-unit mixed-finance affordable housing development wholly owned by OHA and Oakland Housing Initiatives, a nonprofit affiliate of OHA. Construction is projected to be completed in October 2026.

Harrison Tower - OHA is pursuing the Section 18 disposition and rehabilitation of Harrison Tower, a 101-unit public housing property for seniors located at 1621 Harrison Street. The Authority expended \$701,739 of MTW funds on predevelopment costs and tenant relocation for Harrison Tower during FY 2026. OHA also incurred \$115,548 for the Harrison Street Administrative Office rehab. In addition, OHA spent other, non-MTW funds on predevelopment expenses for the Harrison Tower rehab.

285 12th Street – In partnership with the East Bay Asian Local Development Corporation (EBALDC), 285 12th Street will include 65 new affordable units for low-income families. OHA expended \$149,231 of MTW funds to advance the project in FY 2026. Additionally, OHA expended \$9,916 of MTW funds for Lake Park.

OHA has committed to providing MTW funds, such as the Rental Assistance Subsidy and/or development loans, to a number of projects, but in FY 2026 none of these projects received funding.

B. Leasing Information

The Oakland rental market remained competitive and expensive during the last FY, with an average rent 33% higher than the national average, per Apartments.com, and rent increasing by [approximately 3.7% over the last year](#). The average rent in Oakland is approximately \$2,200 per month, compared to the national average of \$1,660 per month, proving Oakland as one of the most expensive cities in the U.S. To live comfortably in Oakland, an individual should make at least \$88,116 per year, while the per capita income in Oakland as of 2024 was only \$61,757.

While rent continued to increase, Oakland strengthened partnerships and focused on improving operational efficiency through programs that accelerated intake, tightened handoffs, and enhanced data sharing among community partners. These program improvements, as well as additional revenue sources, led to a decrease in unsheltered homelessness, as defined as the number of people sleeping outside, in

YEAR	North County	Oakland & Piedmont	Mid County	South County	East County
2026	975	4,416	1,267	1,064	479
2024	972	5,488	1,545	1,074	372
2022	1,171	5,097	1,563	1,573	343

vehicles, or in other places not meant for human habitation, by 27% as measured by the Point in Time Count (PIT) in 2026. Oakland's overall homeless population fell by nearly 20%, from 5,488 in 2024 to 4,416 in 2026, a reduction of approximately 1,000 families.

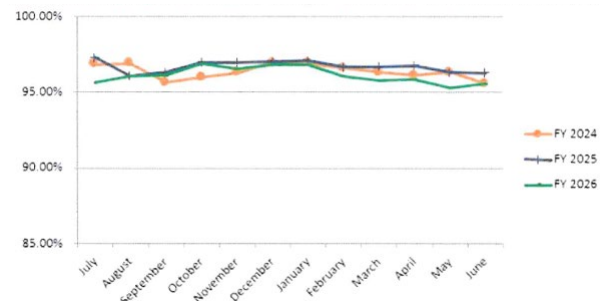
To continue to decrease homelessness in the City, OHA strengthened collaboration with the City of Oakland, Alameda County, and the State of California, to scale up the production of affordable housing units and anticipates the completion of more than 1,000 affordable units over the next two years in partnership with the City of Oakland, including 900 units of permanent supportive housing units for people exiting homelessness. With over 200 affordable units completed and brought on the market in FY 2026.

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 96.11 percent occupancy rate. Of the total number of units available, the public housing program served an average of 1,226 families each month, with nearly all 101 units at Harrison Towers offline, with only six active families at the site as of June 2026, who were receiving housing navigation assistance for new housing. Additionally, OHA removed 21 units of public housing at Foothill Family Apartments during the FY, further decreasing the families served through the public housing program.

Public Housing Occupancy Rates – Total Portfolio Average 96.11%



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, was reduced to 3 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 101 families served monthly, and experienced modest 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. Additionally, partners reported the need for early intervention strategies to prevent lease violations and income disruptions. In

response to these challenges, 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. To address this, OHA is working with providers to enhance training, streamline document collection, and strengthen communication around program requirements.

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. Nearly every partner reported the main challenge as the shortage of affordable housing and recognized the need for strong partnerships with landlords, housing providers, and community organizations as the key to improving housing outcomes. 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 147 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 38 families per month in FY 2026, representing a 26% increase in families served in this program but falling slightly short of the 39 projected families. OHA continued to work with the local partners to increase families served to 100%.

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.

While local partners face many challenges, they also achieve many successes. Partners report positive outcomes for participants through a variety of services provided, including one-on-one assistance through resident services coordinators who have assisted families in obtaining employment, moving from transitional housing to permanent housing, as well as connecting families to available health and wellness services.

OHA projected to serve 30 families per month in FY 2026 through the Building Bridges-CalWORKs program and successfully served an average of 16 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, in 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, successfully served 100% of the 23 families monthly during FY 2026.

OHA continued the partnership with Alameda Alliance and UCSF Benioff Children's Hospital Oakland (BCH Oakland) and launched the Hospital and Homelessness Incentive Program (HHIP). OHA concentrated on the critical issue of housing insecurity for families with children grappling with serious or chronic medical conditions. Since the launch of the program BCH Oakland has referred 12 families to OHA, and housed 6 of those families.

Once the families received keys to their new home, they worked with the Family and Community Partnerships department to access free furniture, food bags from the food pantry, and welcome kits with essential household items. The families were connected with case managers, set program goals, and started their wellness plan. Upon completion of their wellness plan, families received \$1,000 in funding from the HHIP grant to help in achieving their goals. This program will allow low-income families with children in the hospital to focus on the immediate needs of their child's health concerns.

OHA served approximately 120 families per month through tenant-based local, non-traditional (LNT) programs, and approximately 208 families through property-based Building Bridges programs. Overall, OHA served an average of 1,298 local non-traditional families through all LNT programs.

Housing Choice Vouchers

In FY 2026, OHA prioritized increasing voucher utilization through multiple approaches, including transitioning EHV families, increasing utilization in the PBV housing portfolio, and preparing to issue vouchers to families from the 2025 HCV Waitlist. These approaches allowed OHA to house an average of 150 more families than last year, resulting in a 1.4% increase in voucher utilization. OHA served an average of 11,161 families through the voucher program during the FY.

In 2021, the Emergency Housing Voucher (EHV) program was implemented to reduce homelessness in communities across the country. The EHV program introduced a partnership among public agencies by requiring referrals of homeless individuals or those at risk of homelessness from the Continuum of Care (CoC) and program administration by the public housing authority (PHA). OHA was allocated 515 EHV's and successfully leased 100% by October 2023.

At initial implementation, HUD communicated that EHV funding, as appropriated by Congress, would expire in 2030. However, in March 2025, HUD issued letters to PHAs informing them that the EHV program would cease in October 2026, four years earlier than previously communicated. This would effectively leave nearly 500 families in Oakland without a subsidy and at risk of homelessness.

To provide housing stability for EHV families, OHA focused on transitioning eligible families from the EHV program to the HCV program, using the flexibility provided in *Activity 11-02, Standardized Transfer Policy*. During the FY, OHA transitioned 150 families from the EHV program to the HCV program, ensuring families remained stably housed in place and preventing a surge in homelessness in Oakland.

In addition to the EHV efforts, OHA also brought new PBV properties online and continued engaging with property owners to ensure a quick lease up. In FY 2026, OHA redeployed unused awards to projects better positioned to use the subsidy immediately, maximizing positive impact. Through this effort, OHA added 78 units to the portfolio. More information can be found in the next section, *Project-Based Vouchers*.

As described in the Plan, OHA anticipated issuing new vouchers from families placed on the 2025 HCV Waitlist to increase utilization. Due to the unanticipated need for EHV families, OHA was unable to begin this process to serve waitlist families. To increase HCV utilization, OHA plans to begin serving new families from the HCV waitlist in the next FY.

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 streamlined the Dwelling Repair Program Incentive to make it easier for owners and to ensure units meet Housing Quality Standards (HQS) compliance. Additionally, OHA continued to provide many owner incentives, including financial incentives for vacancy loss coverage, leasing bonuses, and security deposit assistance. These combined strategies improved unit readiness, supported landlord retention, and reduced lease-up delays for families. A full summary of the outcomes associated with this activity is detailed in Section IV, Activity #17-01.

OHA continues to create innovative strategies to position and promote the HCV program as a stable and responsive resource for the Oakland community.

Project-Based Vouchers

In FY 2026, the Oakland Housing Authority (OHA) improved Project-Based Voucher (PBV) utilization through the lease-up of 78 PBV units previously conditionally awarded at properties under construction. Additionally, OHA converted 21 former public housing units to PBV assistance under the Rental Assistance Demonstration (RAD) program.

In its FY 2026 Annual Plan, OHA projected the addition of 293 (non-RAD) PBVs throughout Oakland. However, this goal was not met, as explained in Section A: Housing Stock Information – Project-Based Vouchers.

In November 2025, OHA executed the only RAD HAP contract at Foothill Family Apartments, covering a total of 21 units.

In June 2026, OHA executed a PBV HAP contract for 34 units at Friendship Senior Housing, a 49-unit senior housing community located at 1904 Adeline Street in West Oakland. Of the 34 PBV units, 11 are set aside for seniors who meet the qualifications for Housing Opportunities for Persons With AIDS.

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	15,528	14,712	1,294	1,226
MTW Housing Choice Vouchers Utilized	152,628	133,932	12,719	11,161
Local, Non-Traditional: Tenant-Based	1,920	1,440	160	120
Local, Non-Traditional: Property-Based	19,188	14,136	1,599	1,178
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	189,264	164,220	15,772	13,685

* “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) – Existing Tax credit units in service at the beginning of FY 2026	11,748	11,160	979	930
Tenant-Based	Local Housing Assistance Program (10-06) – LHAP, SBHAP, BB-CalWORKS	1,920	1,440	160	120
Property-Based	Local Housing Assistance Program (10-06) BB-KTH	276	276	23	23

Property- Based	Local Housing Assistance Program (10-06) RAS	4,812	480	401	40
Property- Based	SRO/Studio Apartment Preservation Program (11-03)	1,752	1,764	146	147
Property-Based	PBV Transitional Housing Programs (11-05)	600	456	50	38
Total		21,108	15,576	1,759	1,298
* 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		82		985	

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

MTW Public Housing

With vacancy rates hovering between 3% and 4%, public housing experienced minor leasing challenges that required intervention. In FY 2026, 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. In addition to right-sizing families, OHA also opened a waitlist for the two largest public housing properties to ensure a stable applicant pool is available after exhausting the previous waitlist. The waitlist will ensure eligible households are available to fill vacancies and maintain a 98% occupancy rate in the coming FY at properties not slated for an imminent disposition.

MTW Housing Choice Vouchers

OHA experienced a modest increase in Housing Choice Voucher (HCV) utilization during FY 2026, with the local rental market remaining stable. OHA focused on transitioning EHV families, as described above, preparing to house waitlisted families, and working with PBV partners. OHA will continue these efforts into the next FY to continue to increase utilization.

OHA saw an increase in utilization due to its continued efforts to collaborate with PBV owners and property managers to address challenges. OHA facilitated bi-monthly meetings between OHA staff and PBV management teams to monitor vacancy trends at the properties, troubleshoot leasing challenges, particularly 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*.

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, as described in detail in *Activity #17-01, Owner Incentives Program*.

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 1,298 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 housing support 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)

The Family and Community Partnerships Department (FCP) continued to expand opportunities for residents to access services, build skills, and strengthen community connections throughout FY 2026. By offering a broad range of educational, employment, and community engagement activities, FCP supported both OHA residents and the broader Oakland community.

Throughout the year, FCP provided year-round employment support, including its signature Work Ready Wednesdays program, which connected job seekers with employment resources, career guidance, and workforce development opportunities. Additional programming included financial literacy, mental health, and digital literacy workshops designed to help residents build essential life and employment skills. FCP also hosted community-building events, including the Pancake Social in partnership with OHAPD and biannual community block parties, which brought residents together while connecting them with local organizations, OHA services, and other essential resources.

FCP's community food pantries remained one of the department's primary points of engagement with the broader Oakland community, providing healthy food options while connecting individuals and families to supportive services and community resources. The computer labs, digital literacy programming, and the food pantries continued to draw community members to OHA sites, creating opportunities to address immediate needs while introducing residents to additional programs that support long-term stability and self-sufficiency.

Across all FCP programs and services, approximately 985 non-OHA residents were served during FY 2026. This continued level of engagement reflects FCP's commitment

to increasing access to resources, promoting health and well-being, advancing self-sufficiency, and fostering stronger, more connected communities throughout Oakland.

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	No
Housing Choice Voucher: Project-Based – OHA Managed	Site-Based	310	Closed	No
Public Housing- OHA Managed	Site-Based (OHA-Managed)	450	Closed	Yes
Housing Choice Voucher: Project-Based – Third Party Managed	Site-Based (Third-Party Managed)	29,056	Yes	Yes
Public Housing – Third Party Managed	Site-Based (Third-Party Managed)	5,764	Yes	Yes
Please describe any duplication of applicants across waiting lists:				
Applicants can apply to multiple rental assistance programs and often appear on multiple waitlists.				

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	None
Housing Choice Voucher: Project-Based OHA Managed	None
Public Housing – OHA Managed	Opened during the Plan year. 3,618 pre-applications received. 450 applicants were placed on the list after the lottery.
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- 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 1,298 families in LNT programs, of which 17 percent were new admissions. The incomes of approximately 84 percent of the families served in OHA's programs fell below the extremely low-income threshold, which amounts to \$50,900 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	12
49%-30% Area Median Income	45
Below 30% Area Median Income	158
Total Local, Non-Traditional Households Admitted	215

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.

The figures presented in the table below represent all households in the public housing, housing choice voucher program, and a majority of local, non-traditional households. Some of the local, non-traditional partners struggle to provide reporting on family size.

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” given 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%	7,142	48%	84%
2 Person	3,598	29%	3,537	25%	-2%
3 Person	2,473	19%	1,672	11%	-32%
4 Person	1,662	13%	1,411	10%	-15%
5 Person	757	6%	613	4%	-19%
6 + Person	400	3%	321	2%	-20%
Total	12,753	100%	14,774	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.

The figures presented in the table below represent all households in the public housing, housing choice voucher program, and a majority of local, non-traditional households. Some of the local, non-traditional partners struggle to provide reporting on family size.

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 408 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	364	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	5	Successful exit during and after the 12 months
PBV Transitional Housing Programs / 11-05 – Building Bridges SRO, Shared and Transitional Housing	39	Number of Households who maintain housing for at least 6 months
Households duplicated across activities/definitions	N/A	
Total Households Transitioned to Self Sufficiency		408

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).

Activity # and Fiscal Year Approved	Fiscal Year Implemented	MTW Activity Name	Description	Statutory Objective(s)	Authorization(s)
26-01	2026	Coordinated Housing Collaborative : Tenant-based Voucher Referrals	OHA will establish a dedicated pipeline of Housing Choice Vouchers, allocating up to 20% of new HCVs issued annually to serve homeless individuals and families referred through the Continuum of Care. This activity mirrors efficiencies and lessons learned from implementation of the Emergency Housing Voucher program and develops a solution to help make experiences of homelessness become brief, rare, and non-recurring.	Increase housing choices	Attachment C. D.3.
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 Re-certifications	Allow wage earning families to self-certify income decreases due to an emergency situation and have OHA pay all or a portion of a tenant's rent for the duration of the declared disaster period	Reduce costs and achieve greater cost effectiveness	Attachment C, 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) 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 • Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households • Eliminate all deductions and earned income disallowance • Recent increases in income excluded in recertification • Absolute minimum rent of \$25	-Reduce costs and achieve greater cost effectiveness -Provide incentives for families with children to become economically self-sufficient	Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a
12-01	2012	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	2011	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	2018	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 12 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	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	Attachment C, Section D.1.a, D.7

		Multiple Non-contiguous Sites		greater cost effectiveness	
10-04	2010	Alternative Initial Rent Determination for PBV Units	Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.	Reduce costs and achieve greater cost effectiveness	Attachment C, Section D.2, D.7
10-05	2010	Acceptance of Lower HAP in PBV Units	In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms for the family and in order to keep the family in-place.	Increase housing choices	Attachment C, Section D.7
10-06	2010	Local Housing Assistance Program	Develops a Local Housing Assistance Program (LHAP) to assist households that otherwise might not qualify for or be successful in the traditional Public Housing and/or Section 8 programs. LHAP is provided directly to eligible families and to partnering agencies providing service-enriched housing to special needs populations.	Increase housing choices	Attachment D, Use of Funds (SBHAP 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:	Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through	-Reduce costs and achieve	Attachment C, Section D.7.a

		Without Competitive Process	an affiliated partner, by OHA without using a competitive process.	greater cost effectiveness -Increase housing choices	
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)
26-01	2026	Coordinated Housing Collaborative: Tenant-based Voucher Referrals	OHA will establish a dedicated pipeline of Housing Choice Vouchers, allocating up to 20% of new HCVs issued annually to serve homeless individuals and families referred through the Continuum of Care. This activity mirrors efficiencies and lessons learned from implementation of the Emergency Housing Voucher program and develops a solution to help make experiences of homelessness become brief, rare, and non-recurring.	Increase housing choices	Attachment C. D.3.
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	2011	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	2018	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 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 12, 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
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	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	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	Attachment C, Section D.7.a

		Competitive Process		effectiveness -Increase housing choices	
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 #26-01: Coordinated Housing Collaborative: Tenant-based Voucher Referrals

Year Approved: 2026

Year Implemented: N/A

Year Amended: N/A

Description/Impact/Update: Under OHA's MTW Agreement with HUD, OHA is authorized to modify voucher program rules through exceptions to the standard HCV program, for the purposes of creating a successful program with stable landlords, high-quality properties, and mixed-income neighborhoods. OHA has designated use of housing choice voucher resources for the purpose of ending homelessness.

OHA will use this activity to work in conjunction with the Alameda County Continuum of Care to identify and prioritize chronically homeless families and other homeless populations, and to establish a dedicated pipeline to serve individuals and families experiencing homelessness. OHA is working to execute a Memorandum of Understanding (MOU) and data-sharing agreement with organizations that provide supportive services to encourage housing stability and retention for households exiting homelessness or at risk of homelessness. The Authority will implement this initiative as a solution and as a program efficiency to address the regional challenge of homelessness more directly. Given the significant need for vouchers for the homeless population, OHA may utilize additional partnerships with other homeless service agencies in the City and County, as well as other homeless service providers.

To ensure a balanced approach between addressing the urgent need for housing among Oakland's homeless population and ensuring access for families on the HCV tenant-based waitlist, OHA will implement a proportional allocation policy where the Authority will determine annually the appropriate ratio of referrals that will be accepted for every applicant from the waitlist who receives a voucher. Simply, in FY 2026, for every five newly issued HCVs, OHA will issue one voucher to a household referred from the Coordinated Entry prioritization list. By maintaining a structured ratio, OHA will serve both low-income families from the waitlist and the most vulnerable populations experiencing homelessness, ensuring that all Oakland residents have access to stable housing opportunities.

This activity aligns with the statutory objectives of reducing costs and achieving greater cost effectiveness in Federal expenditures and increasing housing choices for low-income families, particularly for those experiencing chronic homelessness. The CoC will perform an assessment of all referrals, which will reduce the barriers experienced by a searcher

exiting homelessness. By establishing a dedicated pipeline of Housing Choice Vouchers for individuals referred through our local CoC, OHA can swiftly connect those in critical need with stable homes—removing impediments that often delay or prevent vulnerable households from obtaining assistance. This design also leverages supportive services and case management, which are funded by the County, to promote sustained housing stability, making it both cost-effective and people-focused.

OHA will use the authorization provided in Attachment C. D.3.(a) and (b) and D.4. OHA is authorized to determine income qualifications, adopt and implement any reasonable policy for verifying family income and composition and determining resident eligibility that differ from the currently mandated program requirements. Additionally, OHA is authorized to determine tenant selection procedures and criteria and preferences that differ from the currently mandated program requirements. OHA plans to develop a partnership with the local CoC to ensure that the homeless population most in need receives housing assistance alongside supportive services.

In FY 2026, OHA initiated conversations with the local CoC, began work toward creating an MOU to establish a relationship between the agencies, and worked internally to develop processes and procedures. The MOU is still in process, and the referral pipeline has not yet been established.

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

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

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 c) As a reminder, PHA not required to have an allowance for each of the fuel types, only those that are regionally appropriate.	Previously approved
52517	HCV/PBV RTA	Modified form to 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	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) In Part C a signature line was added.	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 2026, 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 178 new owners during FY 2026. 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 \$340,809 in vacancy loss incentives to participating landlords. This funding supported 82 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 2026, 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 \$829,000 in leasing bonuses. A total of 809 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.
- Dwelling Repair Program Incentive (formerly Capital Improvement Payment) – OHA updated this activity to increase standardization, streamlining, and reduce administrative burden. Through this activity, OHA may provide a one-time incentive payment of up to \$2,250 to owners who correct NSPIRE inspection deficiencies and make units available for continued or new participation in the Housing Choice Voucher Program. Owners who successfully complete the required repairs and pass the reinspection may receive a standardized incentive payment, the amount of which is determined by OHA.

For units requiring more extensive repairs, owners may submit documentation and receipts to be reimbursed for eligible repair costs up to the maximum incentive amount. This activity supports owner participation, promotes quality housing, and increases the availability of units for assisted families.

OHA disbursed approximately \$374,376 to support 250 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 \$1,295,387 million in security deposit

assistance. This investment directly supported 546 families, enabling them to secure housing they may otherwise have been unable to access due to financial constraints.

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

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 under 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 households currently porting out to remain in their jurisdiction. However, upon implementation, this policy will also apply to any port-out households that request to port to another jurisdiction. During FY 2026, OHA received 352 portability requests, compared to a baseline of 1,100, a 68% drop in port requests overall. Of the 352 requests received, 280 (80% of the total) were for the five restricted counties, compared to 924 (87% of the total) requests to these counties 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 were not absorbed by the receiving jurisdiction. Currently, OHA has 35 vouchers ported to neighboring jurisdictions, which have not been absorbed.

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

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 2026, public housing staff conducted 47 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. OHA saved thousands of hours of staff time compared to the baseline of 1,680 hours, and continued to see a decrease from last year where it took 61 hours. Before implementation, this task cost \$42,000 annually; now the staff cost has dropped to \$2,830.

While the activity saves staff time and reduces expenditures, OHA has also continued to dispose of public housing sites, contributing significantly to the decline. In FY 2026, Harrison Towers, one of the sites eligible for triennial recerts, was relocating residents as part of the Section 18 disposition; therefore, the total number of recertifications dropped dramatically due to the increased vacancy rate as staff actively relocated residents for the upcoming disposition.

As a result of implementing this activity for the HCV program, OHA significantly reduced the number of recertifications conducted in FY 2026. A total of 6,537 fewer recertifications were required, representing a 54% decrease compared to the 12,051 recertifications that would have been completed under standard requirements.

This reduction resulted in substantial operational savings, including an estimated 6,537 staff-hours and approximately \$372,348 in costs. 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 that has moved from the annual recertification schedule to the biennial recertification schedule, or families that began to earn wages during the FY. Based on this definition, 364 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 awarding PBV allocations of up to 20% of its ACC-authorized units and the greater of 25% or 25 units per project. Since its 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.

Status Update: Ongoing. In FY 2026, OHA did not utilize this activity.

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

Table 14: Number of PBV Units Awarded Above the 25% Cap				
Site Name	Total Units	25% of the Total Units	Total PBV Units Allowed	PBV Units Awarded Above the 25% Cap
Senior Housing				
Jack London Gateway Phase II	61	15	60	45

Orchards on Foothill	65	16	64	48
Altenheim Senior Housing Phase II	81	20	40	20
St. Joseph's Senior Apartments	84	21	83	62
Merritt Crossing (aka 6 th & Oak Apts,)	70	17	50	33
Lakeside Senior Apartments	92	23	91	68
Lion Creek Crossing Phase V	128	32	127	95
Harrison Street Senior Housing	72	18	11	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>	932	230	674	449
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
Former Public Housing Total	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 2026, 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 2026 to move a total of 33 households between Section 8, Section 9, and LNT programs due to confidential client emergency transfer (CCR), reasonable accommodations, or maintenance/other moves. This represents an increase of 36% over FY 2025, and household moves from Section 9 to Section 8 accounted for 73% of all moves.

	CCR	RA	Maintenance or other moves	Total
Between Sec 8 and Section 9	18	8	2	28
Between Sec 8 and LNT	4	1	0	5
Between LNT & Sec 9	0	0	0	0
Combined	22	9	2	33

OHA experienced some challenges with moving families between programs due to limited resources. The average wait time for transfer requests during the FY was 8 months, with CCRs processed slightly more quickly, at an average of 7 months. This reflects an increase from FY 2025, when the average wait time was 4 months. The increase in average months to move was due to four inter-program outliers: residents who changed their minds about using their voucher, rejected several units before being issued a voucher, or had medical needs that prevented a move. The average months to move, removing those four transfers, is reduced to 6 months.

As described in *Section II. General Housing Authority Operating Information*, OHA prioritized keeping Emergency Housing Voucher (EHV) families housed in place using this activity. In FY 2026, OHA used this activity to transfer 150 eligible EHV families at risk of losing housing assistance to the HCV program. This activity has saved OHA countless staff hours and costs and prevented homelessness for these families. OHA will continue to use this program to transfer all eligible EHV families to the HCV Program.

Actual Non-Significant Changes: OHA expanded the use of this activity to transfer families from the EHV Program to the HCV Program, using the previously approved MTW Flexibility to allow program transfers between Section 8 programs.

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 affordable housing inventory, hard-to-house populations are being adversely affected as developers convert SRO housing to other uses. In FY 2026, OHA continued subsidizing households with Board-approved partners to provide housing assistance to 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 targeted to serve special-needs populations. OHA partners, detailed below, served an average of 147 families per month and prevented displacement, keeping 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 30 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 (RSC) provided the services at the Madrone Hotel and provided support for the diverse group of low-income residents living there, including residents who were formerly homeless and/or facing barriers, such as physical disability or mental health issues. The RSC provides supportive services to the families on site, but the site does not have a community space which limits resident engagement. They use a community space just a block down the road, but it is challenging to engage the community off-site.

EBALDC San Pablo Hotel

The San Pablo Hotel is a 110-unit SRO residential building which provided housing for an average of 97 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 20 residents every month, in SROs.

Overall, OHA provided housing stability to 147 Oakland families using this MTW flexibility. OHA found that partner organizations continued to struggle with annual reporting, resulting in challenges in identifying AMI and household size for some LNT families.

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 2026, 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, with 82% of participants graduating the program.

Participants report positive experiences at Operation Dignity, with resident success stories focusing on obtaining long-term, housing on their own. During FY 2026, the program served an average of 12 families per month. The total dollar value of supportive services was \$653,923, which equates to a \$26,042 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 2026, MC/FIT served an average of 8 households per month. The MC/FIT program provided \$715,447 in supportive services, with an average of \$3,440 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.

Life in West Oakland brings unique challenges. Chronic health conditions, social isolation, and limited access to care are common among these residents. These issues are compounded by racial disparities and the trauma of homelessness, shaping the comprehensive support our program provides. What sets St. Mary's Center apart is its singular focus to provide senior-centered transitional housing and supportive services for adults 55+, offering case management, housing navigation, document readiness support, and wraparound services tailored to older adults who are navigating both aging and homelessness. Our team partners with senior housing providers, connects residents to

accessible clinics, supports applications and documentation, and fosters community through peer support and resilience-building activities.

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

During the FY, the program served an average of 8 families per month, with one participant successfully transitioning into permanent and affordable senior housing despite a highly competitive and limited housing market.

The total dollar value of supportive services was \$97,747, which equates to \$7,442 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 served an average of four families per month and experienced successes during the FY, including one resident who maintained full-time employment for over three years, and moved into independent housing with the help of a service coordinator. One other participant also moved into independent living, and three remained stably housed at Peter Babcock House.

During FY 2026, the total dollar value of supportive services was \$20,000, which equates to \$4,000 average dollar amount of supportive services per participant.

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

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. The program provided on-site support to help seniors maintain their physical and mental health and sobriety. In coordination with our robust case management and community center activities, transitional housing offers an important bridge to the primary goal – sustainable permanent housing. 95% of the seniors were over 55 years old and received less than \$11,000 per year through SSI.

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) served an average of 6 families per month, serving a total of 10 participants. Of those, four moved into permanent, affordable housing during the FY.

During FY 2026, the program experienced significant movement tied to permanent housing exits and vacancies. The updated transitional housing records show CTH occupancy decreased near the end of the fiscal year, with several rooms vacant by June 2026. This gives the program a clear operational priority for the next cycle: accelerate room turnover, inspection readiness, referrals, and documentation so vacancies can be filled quickly while maintaining compliance and senior-centered support.

During FY 2026, the total dollar value of supportive services was \$102,750, which equates to \$10,275 average dollar amount of supportive services per participant.

St. Mary Friendly Manor (Shared Housing)

Due to major plumbing issues that occurred in 2021, Friendly Manor was uninhabitable. The project has not received any funding during the plan year as no families were served.

Building Bridges: Hospital to Home (H2H)

OHA accepted a grant award and received funds from Alameda Alliance for Health, delivered in partnership with Oakland Affordable Housing Preservation Initiatives (OAHPI) and Benioff Children's Hospital Oakland (BCH). H2H provides deeply affordable housing to 50 low-income families for up to 60 months who are enrolled in Alameda County Alliance for Health, who has a child receiving critical medical care in the Neonatal Intensive Care Unit (NICU) or Pediatric Intensive Care Unit (PICU) at BCH. Through the two-year grant, the families also receive an annual stipend, up to \$1,000, for clothing and entertainment, a wellness plan, and supplemental assistance for household utilities.

At the end of the FY, OHA enrolled 12 families, and 50% have been housed, while the others are in various phases of lease-up. Families also received welcome kits, housing furniture, and wrap-around supportive services.

Department of Justice Anti-trafficking Housing Program



Staff training for the DOJ Grant

OHA received a grant award for the amount of \$600,000 from the Department of Justice, Office for Victims of Crime, to provide housing assistance for up to 24 months to 50 young people ages 18-24 who are survivors of human and labor trafficking. The grant provides a housing navigator to provide housing search assistance for participants and training for OHA staff on how to work with this population facilitated by the two grant partners: Back to the Basics Community Empowerment (B2B) and Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc., (MISSEY).

MISSEY serves as a sub-award recipient and will manage housing referrals and case management to program participants. As part of the grant conditions, OHA was required to educate staff on human and labor trafficking. B2B and MISSEY provided training to over 100 OHA staff. The training centered on the importance of fundamental education and awareness of the intersections of human trafficking, housing, and economic disparities, cultural responsiveness and non-discrimination. This program is scheduled to launch in FY 2027.

Overall, OHA utilized the partnerships established in this activity to serve an average of **38 families** per month, representing a 26% increase from last year. These partnerships provided housing stability, supportive services, and prevented homelessness. Of the families served, and using the available data provided by the partner organizations, 16 participants were employed full time, 10 were employed part time, 6 were in educational or employment training programs, and 5 were in rehab programs. The average income for these families was \$1,505. The number of participants who were employed, both full and part-time, saw an increase from the FY 2025 report, and there was an 8% increase from the average income of \$1,390 in the previous year.

OHA found that partner organizations continued to struggle with annual reporting, resulting in challenges in identifying AMI and household size for some LNT families.

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 2026, OHA leveraged nearly \$1.6M in funds through this activity by using established service providers to deliver wraparound services, while OHA provided the housing subsidy.

Actual Non-Significant Changes: For FY 2026, 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 2026, 59 families received \$0 HAP of those 21 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 \$94,934. During the year, 5 families dropped off \$0 HAP status and are receiving assistance due to income changes and rent increases. Five 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 2026, OHA used this activity to execute a combined RAD PBV HAP contract for Foothill Family Apartments. Without this activity, OHA would have had to execute four separate HAP contracts for this non-contiguous scattered property. This activity saved approximately 15 hours of staff time, as each contract would typically require five hours of work. Executing one contract took five hours, compared to 20 hours for four contracts.

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 2026, 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 2026, OHA did not use this activity.

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

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 2026, only 3 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 101 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 2026, this program served an average of 16 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.

The Key to Home sites were 100% occupied during the month of July 2025 to November of 2025. In December, one of the households vacated, creating a vacancy that was leased in July of 2026.

Rental Assistance Subsidy (RAS)

The Oakland Housing Authority's new Rental Assistance Subsidy (RAS) program offers an important and streamlined source of funding that ensures the sustainable and healthy operation of properties that serve Extremely Low-Income households at or below 30% of the Area Median Income (AMI). The RAS program is a 15-year subsidy designed to provide financial stability for projects serving Oakland's most vulnerable residents, many of whom are formerly homeless, that would otherwise operate at a deficit. RAS is thoroughly explained in the Single Fund Flexibility Section of this Plan. The following projects have received a commitment of RAS funding by OHA.

Inn at Coliseum Way

The Inn at Coliseum Way, located at 4801 Coliseum Way, involves converting an underutilized motel into 36 Homekey units of permanent supportive housing (plus one manager's unit) for persons experiencing homelessness with incomes at or below 30% AMI. The project is a joint venture of Danco Communities and Operation Dignity.

This project completed construction in March 2025 and was fully leased in May 2025.

The Authority awarded this project a RAS in the amount of \$4,572,041.

The Phoenix

The Phoenix is located at 801 Pine Street in the West Oakland Prescott neighborhood. The new construction project, comprised of 101 modular units, includes 49 units targeting persons who are chronically homeless. The project is jointly developed and owned by East Bay Asian Local Development Corporation (EBALDC) and Allied Housing / Abode.

Construction was completed in November 2025 and is approximately 80% leased.

The Authority awarded this project a RAS in the amount of \$3,112,566.

3050 International Boulevard

3050 International 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 homeless households. The project also includes ground-floor commercial spaces for a community health clinic and cultural center owned and operated by the Native American Health Center. Construction was completed in December 2025 and is approximately 90% leased. The Native American Health Center clinic opened in April 2026.

The Authority awarded this project a RAS in the amount of \$2,538,000.

Lakehouse – East 12th Street

Lakehouse – East 12th Street is a 91-unit affordable family development that is a joint venture between EBALDC, Jordan Real Estate Investments, and the Unity Council. The property will serve 67 families whose incomes range from 40% to 60% of the median income, 23 formerly homeless families, and transitional-aged foster youth, with a full range of supportive services. Construction is 99% complete and is approximately 25% leased.

The Authority awarded this project a RAS in the amount of \$3,615,000.

Lake Merritt BART Senior Housing

Lake Merritt BART Senior Housing is a 97-unit transit-oriented affordable development for low-income and formerly homeless seniors located in Oakland's Chinatown neighborhood. Forty-four units, or 45% of the total number of units, will be set aside for formerly homeless seniors. The project will be constructed on BART-owned land directly over Lake Merritt BART station. Construction began in September 2024 and is projected to be completed in December 2026.

The Authority awarded this project a RAS in the amount of \$7,091,100.

Liberation Park

The Residences at Liberation Park is a new construction, 119-unit affordable housing development located at 2751 73rd Avenue in East Oakland, adjacent to the Eastmont Transit Center. The project is being developed through a joint venture between Eden Housing and Black Cultural Zone Community Development Corporation (BCZ),

The project will serve very low-income families, including thirty units designated as permanent supportive housing for individuals and families experiencing or at risk of homelessness. Construction is scheduled to begin in September 2026 and to be completed in September 2028.

The Authority awarded this project a RAS in the amount of \$1,996,117.

Mandela Homes

Mandela Homes will significantly expand the City of Oakland's stock of Permanent Supportive Housing with 126 units for formerly unhoused individuals and couples at the former Extended Stay America Hotel. The site is located adjacent to the East Bay Bridge shopping center, which includes a large Target and Pak n' Save grocery store. The project will undergo a moderate renovation of the units and the common areas to create property management, counseling, and resident services offices, and resident gathering spaces. Mandela Homes is a joint venture project between MPI Homes and Housing Consortium of the East Bay. Construction is projected to begin in September 2026 and will take approximately six months.

The Authority awarded this project a RAS in the amount of \$2,909,638.

Overall, the RAS program plans to provide housing support outside of the typical housing programs for up to 646 LNT families at 7 properties.

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 268 participants, including 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, 532 check-ins were facilitated, 17 new participants were enrolled, and 26 participants graduated from the program with \$463,884.63 in escrow.

The FSS team has multiple employment partners listed below, which enabled 89 referrals for educational and employment supports. Partners included:

- Oakland PIC (Private Industry Council)
- Lao Family Community Development (LAO)
- Workforce Development Board
- West Oakland Job Center
- East Bay Works Career Centers
- Youth Uprising (YU)
- 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. Mental wellness & job fairs were also hosted for FSS participants, with over 350 participants attending the 11 workshops and job fair. A number of these sessions were geared specifically toward foster youth participants to support their transition to financial independence and encourage them to expand their peer support network.

OHA hosted group workshops and provided access to the FDIC's Money Smart Games, an interactive online platform featuring games that teach participants about a range of financial topics, including saving versus spending, borrowing, 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. Families interested in continued

education receive information on educational and training opportunities and credentials. In FY 2026, OHA had over 49 participants complete training programs, and 35 received credentials. Many of the 30+ participants enrolled in training programs pursued Certified Nursing Assistant (CNA) certifications through local community colleges, security guard training, Commercial Driver's Licenses, and early childhood education. The credentials reflect industry-recognized certifications earned in these fields, helping participants move toward stable employment.

OHA experienced many successes during the FY, with 84 participants increasing their earned income, averaging approximately \$32,960.71 per participant. In addition, approximately 37.17% of active participants increased their earned income during FY 2026 through new or improved employment. 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 \$463,884.63 was disbursed to 26 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 2026, 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 FY 2026 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 09-02: Intervention and Stability 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.

Update on Reactivation: OHA determined the need to reactivate this activity to ensure projects needing short term funding to ensure housing development for low-income households will be funded with the possibility to provide long-term housing stability.

Project unknown: An existing building located at 805 71st Street development in East Oakland. The mixed-income affordable and market-rate property includes 110-units and was completed in 2019.

Planned Non-Significant Changes: OHA will be reactivating this activity during the FY. OHA renamed this activity to better reflect the intentions from “Short-term Subsidy Program” to “Intervention and Stability Program” in FY 2026.

Planned Changes to Metrics/Data Collection: OHA will report the number of families served in the projects that receive funding in the narrative section.

Planned Significant Changes: None.

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 106 units were modernized, of which 52 were in OHA's existing project-based portfolio, the remaining 54 units were public housing. The chart of units in Appendix D shows the list of units in these developments and the status of 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:

- 285 12th Street – Oakland-based East Bay Asian Local Development Corporation (EBALDC) is proposing to construct 65 affordable homes and 3,500 square feet of commercial space at 285 12th Street in Oakland's Chinatown. The site is currently vacant and centrally located in downtown Oakland near several BART stations. 285 12th Street received an allocation of 4% tax credits in May 2026, and it is expected that the project will begin construction in November 2026. At that time, it is expected that OHA will enter into an AHAP contract to provide PBV assistance to 16 units and HUD-VASH PBV assistance to an additional 8 units during FY 2026. OHA will also use MTW funds to provide 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 the Harrison Tower senior residence), OHA owns five (5) parcels on Harrison Street. The site addresses are: 1801 Harrison Street, 1805 Harrison Street, 1600 Harrison Street, 1538 Harrison Street, and 1440-1500 Harrison Street. OHA did not make progress on this strategic plan during the FY.
- Harrison Tower - OHA is pursuing the Section 18 disposition and rehabilitation of Harrison Tower, a 101-unit public housing property for seniors located at 1621 Harrison Street. The removal of families was nearly completed at the end of the FY, and disposition is planned for early FY 2027
- Mandela Station Residences – Strategic Urban Development Alliance (SUDA), IHO and Pacific West Companies will be jointly developing Mandela Station, a 240-unit affordable housing and transit-oriented development at the West Oakland

BART station for very low-income families and formerly homeless persons. Mandela Station is part of a much larger master planned community that is projected to eventually include 520 market rate units and approximately 300,000 square feet of office and retail space. This project obtained an allocation of tax credits in late 2025 and is expected to begin construction in September 2026.

- The Phoenix located at 801 Pine Street in the West Oakland Prescott neighborhood will be constructed of 101 modular units, including 49 units set aside for individuals who are chronically homeless. The Phoenix will also include a 7,000 square foot community building with ample community amenities and a resident services program to offer activities and direct support services for children, teens, parents, and people with special needs. The Phoenix is a joint venture between EBALDC and Allied Housing and is an integral part of a 316-unit mixed-income, mixed-use master plan. OHA has awarded the project a Rental Assistance Subsidy.
- 3050 International is a mixed-use 76-unit project (one manager's unit) to serve very low-income families with 40% of units (31 total) set aside for formerly homeless households, sponsored jointly by Satellite Affordable Housing Associates (SAHA) and the Native American Health Center (NAHC). The project will include ground floor commercial spaces for a 14,000 square foot community health and dental clinic and Native American cultural center owned and operated by NAHC. OHA has awarded the project a Rental Assistance Subsidy.



3050 International Rendering



OHA team at the Foothill Family Rehab

- Foothill Family Apartments – Foothill Family Apartments, LP, is a 65-unit mixed-finance affordable housing development that is wholly owned by OHA and a joint venture of RAMP Housing, Inc. and Oakland Housing Initiatives, nonprofit affiliates of OHA. Foothill Family Apartments is approximately 20 years old and requires the 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. Foothill Family Apartments closed on a RAD/Section 18 Blend conversion and began rehabilitation construction during FY 2026.
- 500 Lake Park – OHA is assisting nonprofit developer, EAH Housing, with the development of a 53-unit affordable housing development at 500 Lake Park Avenue. The planned building, which is in the Grand Lake neighborhood, will also

include 2,900 square feet of commercial space. OHA purchased the site in June 2021 using MTW funds, and it is providing predevelopment and developing financing to the project. The Authority will also provide 14 project-based VASH vouchers. 500 Lake Park received an allocation of 4% tax credits in May 2026, and it is expected that the project will begin construction in November 2026.

- 2700 International Blvd. is a 75-unit project sponsored by the Oakland-based The Unity Council to serve very low-income families and veterans experiencing homelessness with incomes between 30%-60% AMI. OHA has awarded The Unity Council 19 VASH vouchers and a permanent development loan. The project will include approximately 2,800 sq. ft. of community serving commercial space on the ground floor.
- Brighter Bancroft – Brighter Bancroft is a former public housing site now owned by California Affordable Housing Initiatives (CAHI), an affiliate of OHA. CAHI recently selected Eden Housing and the Oakland-based Black Cultural Zone Community Development Corporation as joint developers to create a new affordable housing community for very low-income seniors. The project developers received one financing commitment and progressed the design of the project during FY 2026.
- Lakehouse – East 12th Street is a 91-unit affordable family development that is a joint venture between EBALDC, Jordan Real Estate Investments and the The Unity Council. The property will serve 67 families whose incomes range between 40% - 60% of the median income, 23 formerly homeless families, and transitional-aged foster youth with a full range of supportive services. The property will also include 425 sq. ft. of commercial space for a community-serving retail operation. The project is in the Eastlake neighborhood one block away from Lake Merritt. OHA has awarded the project a development loan and a Rental Assistance Subsidy.
- 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. OHA has awarded the project a Rental Assistance Subsidy.



2700 International
Ground Breaking



Lake Merritt BART Senior Housing
Rendering

- The Residences at Liberation Park is a new construction, 119-unit affordable housing development located at 2751 73rd Avenue in East Oakland, adjacent to the Eastmont Transit Center. The project is being developed through a joint venture between Eden Housing and Black Cultural Zone Community Development Corporation (BCZ). The project will serve very low-income families, including thirty units designated as permanent supportive housing for individuals and families experiencing or at risk of homelessness.
- Mandela Homes will expand the City of Oakland's stock of Permanent Supportive Housing with 126 units for formerly unhoused individuals and couples at the former Extended Stay America Hotel in West Oakland. The site is located adjacent to the East Bay Bridge shopping center, which includes a large Target and Pak n' Save grocery store. The project will undergo a moderate renovation of the units and the common areas to create property management, counseling, and resident services offices, and resident gathering spaces.
- 3135 San Pablo is a 73-unit New Construction development by SAHA and St. Mary's Center in West Oakland 's Hoover neighborhood along the San Pablo Avenue corridor. The project will serve 73 Senior households, with a mix of Studio and 1-bedroom units, including 36 units serving formerly homeless seniors.
- 401 Santa Clara Avenue: 401 Santa Clara is an existing apartment complex located in the Grand Lake neighborhood that consists of 103-units, ample indoor and outdoor amenity spaces, and is within walking distance to high quality commercial and retail business, Lake Merritt, and high performing public schools. The complex is fully vacant following a fire in 2022. OHA acquired the property in 2025. During FY 2026, OHA commenced architecture and engineering design for the rehabilitation of 401 Santa Clara Avenue.
- Maya Hotel : OHA determined not to move forward with funding for this project in FY 2026.
- Financing & Partnerships – OHA will provide financing to new affordable housing projects throughout Oakland through a variety of selection processes:
 - *Rental Assistance Subsidy (RAS)* – OHA has created a new subsidy program to provide a 15-year rental subsidy to projects that set aside a minimum of 25% of the total number of units for Extremely Low-Income households and therefore are projected to operate at a deficit. The RAS program was designed to provide support to projects that would otherwise operate at a deficit. The RAS will be capitalized and 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. These projects are described in more detail in activity #10-06.

- **Buyouts** – OHA will exercise its option to purchase the tax credit investor limited partner interests in Low Income Housing Tax Credit Partnerships to preserve affordable housing. During FY 2026, OHA completed the investor buyout in Tassafaronga Village and began discussions with the limited partner in Keller Plaza.

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 96.11 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	61 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	35 months	Yes.
Palo Vista Gardens	60 months	24 months	20 months	Yes.
Linden Court	60 months	55 months	N/A	No. There was no lease-up during FY26
Mandela Gateway	60 months	55 months	19 months	Yes.
Chestnut Court	60 months	24 months	36 months	No. Only one person leased a unit at Chestnut Court.
Foothill Family Apts	60 months	75 months	N/A	There was no lease-up during FY26 as the building was being prepared for rehab and RAD/Section 18 Blend Disposition. Public housing unit designation was removed in October of 2025
Lion Creek Crossing	60 months	24 months	47 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 2026, OHA did not use this activity.

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

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 2026, 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 had no non-significant changes.

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	Creates 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 • 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 2026, 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 2026, 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 2026, 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 2026, 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

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 2026.

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.

D. Closed Out Activities

OHA does not have any closed-out activities to report for FY 2026.

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 August 31, 2026.

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, completing rehabilitation of 181-units. Of those units, 106 were full-unit modernizations, a process that strips an apartment to the gypsum board and rebuilds it entirely. The remaining 75 homes were “partial turns” that allow teams to maximize costs and take advantage of the existing building that still meets the standard while performing full construction on the portion of the facility that requires more extensive repair. Of the modernizations, 54 were public housing units, and the remaining 52 were at scattered sites in the Authority-managed PBV portfolio. The average cost of these unit modernizations, which can extend the useful life of a property for up to three decades, was \$61,700.30 and included improvement costs such as sewer line replacements, fence, deck, and railing repairs, asbestos abatement, window replacements, siding repairs, subfloor repairs, and the repair of dry-rotted walls and floors.

Promoting Resident Empowerment and Self-Sufficiency

The Oakland Housing Authority is deeply committed to empowering residents through initiatives that promote self-sufficiency and long-term stability. By leveraging the flexibility offered through the MTW Single Fund, OHA implemented a comprehensive array of programs designed to foster economic independence, enhance educational outcomes, and strengthen housing stability for Oakland residents. These efforts targeted support to vulnerable populations, including foster youth, veterans, seniors, and families transitioning from homelessness, ensuring all participants have access to opportunities that enable them to thrive.

Central to this work were innovative strategies such as move-in assistance, employment development programs, educational enrichment, homeownership support, and expanded

access to digital resources, all designed to reduce barriers and unlock potential. The integration of supportive services, ranging from financial literacy to housing navigation assistance, reflects OHA's holistic approach to addressing barriers and creating pathways to greater stability and self-sufficiency for residents. This section highlights the impactful use of MTW flexibility in driving these initiatives forward, transforming lives and fostering resilient communities across Oakland.

Housing Security

During FY 2026, OHA continued to strengthen housing security across OHA programs by reducing barriers to housing stability and expanding supports designed to help residents maintain housing long-term.

A key accomplishment was OHA's continued commitment to support move-ins and long-term housing stability across its programs. The agency maintained the "Welcome Home" welcome kit initiative as a central component of this effort, providing 79 welcome kits to new OHA residents to ensure a seamless transition to stable housing. OHA also expanded move-in support by providing furniture and essential household goods from local vendors. These resources were impactful for all the participants who received them, particularly important for individuals and families transitioning out of homelessness, foster care, or situations involving domestic violence.



FCP staff ready to engage with residents

As described in *Section I: Introduction*, the Emergency Housing Voucher (EHV) was a pivotal program that helped numerous people experiencing homelessness obtain safe, stable, and affordable housing. Unfortunately, the funding for that program is expected to end by the end of 2026. While the funding is likely to end, OHA is committed to serving these participants through other programs for which they are eligible and has leveraged MTW flexibility to do so.

Participants who had not yet transitioned from the EHV housing program to another type of assistance continued to benefit from housing navigation, financial support, and owner engagement strategies designed to promote housing stability. As part of this effort, OHA distributed 64 housing retention kits providing tangible resources to help households stabilize and maintain their housing. During each subsequent year of residence, OHA provided EHV residents who were in good standing and lease-compliant with a housing retention kit containing additional supportive items, such as supplies to help the resident prepare for regular inspection and decrease the likelihood of a tenant-caused fail item.

OHA also made significant progress in advancing pathways to long-term housing stability through homeownership. In FY 2026, the agency implemented enhancements to its



homeownership program, renamed Building Knowledge, Equity, and Your Self-sufficiency (Building K.E.Y.S.) with the new Housing Assistance Payment (HAP) reduction model. This approach is designed to support participants in gradually transitioning from reliance on subsidies to independent mortgage management. As part of this new implementation, OHA engaged participants with five

years remaining on their homeownership vouchers. The Program Administrator developed and discussed a step-down plan with the families to prepare them for the reduction in subsidy, provided guidance, and, when necessary, offered early intervention. The initial implementation demonstrated promising results and established a foundation for supporting sustainable homeownership beyond the period of assistance.

Following the launch of the reenvisioned Building K.E.Y.S program, staff doubled down on outreach to increase program visibility by connecting with realtor organizations, hosting tables at community events, and expanding knowledge and public awareness through a variety of homeownership preparation workshops.

FY 2026 reflects OHA's continued commitment to innovation and responsiveness in advancing housing security. The agency is well-positioned to build upon the foundation established this year, with a focus on continued implementation, scaling successful strategies, and deepening impact for participating households.

Oakland Promise Plus- Education Initiative Program

OHA continued its partnership with Oakland Unified School District (OUSD) through the Oakland Promise Plus Education initiative to support families and advance educational outcomes for students living in OHA communities. Promise Plus is an initiative focused on improving educational outcomes for students by reducing chronic absenteeism, facilitating kindergarten enrollment, promoting reading proficiency, supporting high school graduation, and preparing students for college and career success.

Students are identified for participation based on a risk assessment of school absences. Students who are at-risk of chronic absenteeism (missing 9 or more days per school year) to severe chronic absenteeism (missing 18 or more days per school year) are eligible.

During FY 2026, OHA staff expanded academic enrichment opportunities and strengthened early childhood programming by developing a program to support early learners and ease the transition from pre-kindergarten to kindergarten. The program

introduced children to structured learning environments, promoted social-emotional development, and reduced anxiety associated with entering kindergarten. In FY 2026, 129 OHA youth participated in the Promise Plus program, with 43% of the students improving their attendance from the previous year.

Additionally, OHA implemented several educational enrichment activities throughout the fiscal year to support academic engagement and student success:

ARDE Kids Dance Program

OHA partnered with ARDE Kids, who provided dance programs to promote physical activity, creativity, youth engagement, and exposure to diverse cultural dance styles. The program provided students with an opportunity to build confidence, develop new skills, and participate in a structured enrichment activity.

The initial cohort served 20 students—10 each at Lockwood Gardens and Peralta Village, with additional cohorts offered at Campbell Village, ultimately serving 50 youth through dance instruction during the fiscal year.



Art Contests and Creative Engagement

Two art contests were hosted by OHA staff during FY 2026 to encourage creativity and student participation. Through a partnership with the Housing Affordable Insurance (HAI) Group, a group of organizations that provide insurance for public housing sites, OHA hosted a late-summer art contest featuring three students. OHA also participated in the NAHRO “*What Home Means to Me*” poster contest.

The poster contest evolved into a consistent after-school engagement opportunity for students at the East District Office, Lockwood Gardens. These sessions provided students with a welcoming space to participate in art, games, and activities that supported literacy, numeracy, and social development.



OHA youth receiving backpacks

Spring Reading Contest

The Education Team launched a spring reading contest for students in second through sixth grades to reinforce literacy development and encourage students to maintain reading habits during school breaks. The initiative supported OHA’s goal, and one of the five pillars for the Oakland Promise Plus program, of helping children read at grade level.

Three students were selected as contest winners. The positive response from participating youth has established a foundation for continuing and expanding the contest next year.

Pencil Pantry Initiative

In spring 2026, OHA introduced the Pencil Pantry, a mid-year school supply resource designed to address academic resource gaps and support student success. The initiative provided essential school supplies to eight students and ensured they had the materials needed to continue participating fully in classroom activities. The students demonstrated increased confidence, showed determination, and were excited to have the tools to complete schoolwork and end the school year on a positive note.

Scholarship Workshops

To support students pursuing educational opportunities, OHA hosted winter and spring scholarship workshops in partnership with organizations including PHADA, NAHRO, HAI Group, and Oakland Promise Plus. The workshops provided information on available scholarships, guidance on applications, and hands-on support. A total of 29 students participated in these sessions. Eight resident youth applied for the HAI scholarship, and one applied for the NAHRO scholarship. At the close of the fiscal year, award recipients are pending.

OUSD Oakland Promise Plus Ceremony

During FY 2026, 98 OHA residents received scholarships through the city initiative, Oakland Promise. There were 65 students who planned to attend four-year universities, and 18 planned to attend two-year colleges. These achievements reflect OHA's continued support and the expansion of educational opportunities for students pursuing college and career pathways.

OHA continued to build partnerships, expand enrichment opportunities, and create supportive pathways for students from early childhood through high school. These efforts strengthened the commitment to helping youth develop the academic, social, and career readiness skills needed to succeed.

Youth Rising, Futures Thriving (Youth Empowerment)

To strengthen opportunities for youth engagement, OHA expanded partnerships with ARDE, East Bay Children's Book Project, and Destiny Art Center to increase access to enriching educational and extracurricular programs for early childhood and elementary-aged students. The team provided meaningful experiences for school-age youth throughout the fiscal year.

Through a partnership with Camp Mendocino, OHA provided youth the opportunity to participate in a week-long overnight summer camp. The camp focused on leadership, personal growth, and outdoor education. This year, families with youth had a seven-week option for their youth to attend the camp, compared with the past, when it was a single week. The outreach and recruitment efforts were expanded to increase participation in the camp. These efforts resulted in 31 OHA youth experiencing life outside of Oakland, CA, and developing greater independence, confidence, and exposure to new environments.

Digital for All

OHA worked to address the digital divide by expanding residents' access to technology, reliable internet connections, and digital literacy training. Through East Oakland Works (EOW), a Jobs Plus initiative, ROSS, and community partnerships, OHA provided residents with tools to build the skills needed to access employment, education, healthcare, and other essential online services.



Digital Literacy Graduates

Through a partnership with EveryoneOn, a community-based organization that offers workshops to equip residents with foundational technology skills in a supportive, hands-on learning environment, OHA worked towards increasing digital literacy. Throughout the year, 171 participants completed classes to earn laptops to help families thrive in today's digital world. During FY 2026, 149 participants completed digital literacy classes through EveryoneOn to earn a laptop to support continued learning, job searches, virtual education, and access to essential online resources. An additional 28 residents received laptops or tablets through FSS or EOW to meet their digital needs.

Digital literacy services continued through the EOW and ROSS programs at public housing sites and expanded by offering classes to residents in scattered-site communities and on other OHA properties. OHA also distributed 60 refurbished laptops and desktop computers to families who otherwise lacked access to these essential tools, helping bridge the digital divide and expanding access to technology.

OHA further strengthened its partnership with EveryoneOn to connect residents with affordable internet service options and digital resources. While the planned expansion of the Digital for All free Wi-Fi to scattered-site communities was not completed during FY 2026, residents at those locations continued to receive digital literacy instruction and technology support.

The public computer labs at the public housing sites, created through the Jobs Plus grant program, remained valuable community resources throughout the year, providing free access to internet-connected computers to encourage the use of job search tools, training, and other resources to prepare for employment and education opportunities, as well as on-site staff assistance.



During FY 2026, the labs served 191 OHA residents and 88 community members, reinforcing OHA's commitment to digital connection by ensuring residents and the

nearby community have both the technology and the skills needed to participate fully in today's digital world.

Promoting Self-Sufficiency

Supporting residents in becoming financially stable remained a priority under the FSS program's updated HUD-approved Action Plan. The updated Action Plan included a tiered escrow model, which helped eligible participants build savings as their earned income increased. The program served more than 300 participants throughout the year, including graduations and port-outs. Approximately 42% of the FSS enrollments are foster youth through the Family Unification Program (FUP) and Foster Youth Independence (FYI). OHA reached 98% utilization of the vouchers set aside for FUP and FYI, showing strong participation among youth who need support with housing stability, employment, education, and independent living.

During the year, residents participated in workshops and events focused on job readiness, financial literacy, career pathways, job retention, and small business development. Staff also worked through the Leased Housing Department to share information about FSS, supportive services, workshops, and program orientations, increasing residents' awareness of available resources.



Digital Literacy Graduate

In FY 2026, OHA exceeded the HUD expectation of 185 participants, maintaining 280 at the end of the fiscal year, a slight drop from the peak of 300 enrollees.

Overall, OHA's FY 2026 self-sufficiency activities helped residents connect to services, build employment skills, increase financial knowledge, and take steps toward greater economic stability.

Employment Development

Employment services remained a cornerstone of OHA's efforts to promote economic mobility and self-sufficiency during FY 2026. Through the EOW initiative, funded by HUD's Jobs Plus grant, OHA continued to center workforce development at Lockwood Gardens by connecting residents with employment services, career pathways, financial literacy, digital literacy, and supportive resources designed to reduce barriers to long-term employment.



FSS Budget Presentation

The EOW initiative also continued to leverage strong community partnerships to maximize resident opportunities. During FY 2026, the program secured \$49,395 in workforce development resources through the Oakland Private Industry Council (OPIC) and an additional \$3,480 in support from EveryoneOn. Since the program's launch, 50 Lockwood Gardens residents have secured employment, and 79 residents have increased their earned income. The overall outcomes demonstrate the impact of combining employment services, financial capability, digital literacy, and individualized support to help residents achieve greater economic stability.

OHA expanded its workforce development network by executing two new employment services contracts with Youth UpRising and Lao Family Community Development, Inc. Youth UpRising is a community-based organization that launched a youth employment program providing workforce training and job placement services to 100 OHA participants, all young adults ages 16–24. The second partnership, with Lao Family Community Development, Inc., provided adult employment and job-readiness services during the third quarter of FY 2026. This laid the foundation for expanded workforce programming.

Young Adult Employment

During FY 2026, the employment development efforts included a key objective to expand employment opportunities for young adults. OHA worked with Next Step: Employment Readiness Academy and Youth UpRising to support the young adult employment program to increase the effectiveness of resources provided to youth to sustain employment.

For the second consecutive year, the young adult employment program continued to provide employment-readiness training, paid work experience, job placement assistance, career exploration, and educational guidance to OHA youth ages 16 to 24.

By the end of FY 2026, the program had enrolled 97 active participants, representing 97% of the program's goal of serving 100 OHA youth by April 2027. Participants received comprehensive employment preparation, including resume development, interview preparation, workplace communication, financial literacy, workplace attire, case management, transportation assistance, and work permit support for youth under 18.

Youth gained firsthand work experience through paid placements with Youth UpRising, Oakland Fine Arts Summer School, Room to Bloom Family, Fort Mason, Amazon Fresh, and Castlemont Farm. Participants developed workplace skills while exploring a variety of career paths. The program connected youth to non-traditional career exploration opportunities, such as Golden State Valkyries' *Soar with Her* event, where participants learned about careers in sports, music, and architecture.

In addition to workforce development, the program connected participants with educational resources, including support for high school completion, college enrollment, vocational training, and other postsecondary opportunities. The employment and education aspects of the program ensured OHA youth were equipped with the skills, experience, and support needed to achieve long-term career success.

Homeownership



Estate planning workshop for homeownership participants

During FY 2026, OHA strengthened its Homeownership Program by hiring a full-time Homeownership Program Administrator to oversee program operations and provide ongoing support to participating families. The administrator updated the program's interest list, expanded outreach to qualified applicants, and worked closely with FSS Coordinators and the EOW team to help participants prepare for homeownership.

The Homeownership Program celebrated three families who achieved homeownership with assistance from OHA's program. In addition, one resident successfully purchased a home independently with support and preparation from OHA's homeownership program, achieving self-sufficiency and no longer requiring housing assistance.

Participants received individualized guidance and access to homeownership education, financial literacy, and other resources designed to prepare them for successful homeownership

Post-purchase education was expanded to include quarterly workshops and engagement opportunities for current homeowners. The program hosted two estate planning workshops, one in person and one virtual. OHA's partnership with Housing and Economic Rights Advocates (HERA) helped 19 participants, most of whom were OHA homeowners.

As part of the post-purchase education expansion, OHA hosted a workshop featuring presentations from Fidelity National Home Warranty and Allstate Insurance to help homeowners protect and maintain their homes. The workshop served 12 participants and covered home warranties, homeowners' insurance, market trends, and strategies for comparing and selecting insurance providers.

The first annual Homeowner Appreciation and Resource Fair was held during the year, where 21 attendees, including 17 OHA homeowners, connected with representatives from Alameda County Healthy Homes and Alameda County Vector Control to learn about home repair grants, maintenance loan programs, pest control services, and other homeowner resources. Each OHA homeowner who attended received a gift bag with practical home maintenance items.

To increase accessibility for working families, OHA transitioned from planned evening virtual Q&A sessions to monthly Lunch and Learn workshops. During FY 2026, the program hosted 12 Lunch and Learn sessions, providing 71 participants with information and resources on preparing for homeownership, the program requirements, and how the program operates. The transition was successful and resulted in greater participation and engagement.

Prospective participants continued to complete an online homeownership readiness assessment to join the interest list, which grew to more than 200 by the end of FY 2026.

Search Assistance

OHA continued efforts in FY 2026 to strengthen housing search assistance for voucher applicants and participants. The department released a Request for Proposal (RFP) to establish a dedicated housing search assistance program; however, responses exceeded the allowable procurement amount, and the solicitation was not finalized during the fiscal year.

Although the dedicated housing navigator contract was not executed in FY 2026, OHA continued to leverage available resources to help residents overcome housing barriers and access safe, stable housing opportunities, relying on existing staff capacity and partnerships to provide critical housing search support. Staff identified available units, coordinated housing tours, reviewed housing options, and connected families to resources. Efforts to expand housing search services will remain a priority.

OHA provided specialized housing support to eight families during FY 2026, including seven households displaced by the January 20, 2026, fire at 1700 Broadway in Oakland. These households received comprehensive assistance, including immediate support with securing new housing, transportation, security deposits, application fees, and emergency needs such as furniture, toiletries, and other essential items.

Lease Compliance

During FY 2026, OHA staff continued to support residents facing housing challenges and connect households to essential resources, referrals, and supportive services. Cross-departmental coordination to assess resident needs, provide interventions, and support housing stability was conducted on a case-by-case basis throughout the year.

Due to staff constraints, FCP was unable to fully implement several planned initiatives, including expanded conflict mediation services, individualized lease-violation counseling, and quarterly resident engagement events focused on housing retention. Staff provided critical support through referrals for rental and utility assistance, housekeeping support, and other services designed to address barriers to housing stability. When residents experienced significant housekeeping concerns, OHA staff coordinated supportive interventions and connected households with appropriate resources, including Adult Protective Services (APS).

Some residents experienced additional hardships, and staff provided emergency supportive services, including food assistance, furniture assistance, and essential household supplies. During FY 2026, OHA distributed 78 cleaning kits to existing residents working with the team, helping them address housekeeping needs and maintain safe, sanitary living environments.

Nourish, Educate, Access, and Thrive (NEAT) Program

FCP continued to provide nutrition services to OHA residents through the Nourish, Educate, Access, and Thrive (NEAT) Program during FY 2026. On average, the program served 312 residents per month, reached 3,741 families annually, and distributed 78,878 pounds of food during the year.



The NEAT Program continued to benefit from its community partnership with the Alameda County Community Food Bank. Staff not only distributed nutritious food at the food pantry but also provided residents with resources and guidance on healthy eating and meal preparation.

The Food Pantry established a partnership with DoorDash to expand food delivery services for seniors and households with disabilities, increasing access to healthy,

nutritious food choices. During FY 2026, 130 households enrolled in the program, with a goal of reaching 192 households.

OHA also continued efforts to address food-access challenges by providing monthly transportation to local supermarkets. Residents were picked up from their homes and transported to stores where they could purchase fresh produce, meat, and other ingredients to ensure a balanced meal. Residents reported that the transportation service helped them supplement food received through the pantry and prepare complete meals.

Seniors on the Move

During FY 2026, OHA expanded programming opportunities for senior residents through a continued partnership with Alameda County's Oakland Making Moves Program. The Seniors on the Move program was extended to Palo Vista Gardens, providing an additional location where residents could participate in movement activities, build social



Paint and Chat Event

connections, and engage with their neighbors. The weekly Wednesday sessions became a highlight for participants, offering consistent opportunities for physical activity, social interaction, and community connection.

Throughout the fiscal year, seniors participated in 42 group walks, averaging 10 residents per walking session, as well as 10–20 activities each month across the three program locations: the East District Office at Lockwood Gardens, the West District Office at Peralta Village, and Palo Vista

Gardens. These activities promoted healthy aging, increased mobility, and strengthened relationships among senior residents.

FCP also organized several field trips throughout the Bay Area, including a particularly impactful visit to the Ruggieri Senior Center in Union City. During this visit, 15 residents participated in holistic wellness activities, including acupuncture, acupressure, and other Eastern medicine practices. Residents expressed appreciation for the opportunity to explore alternative wellness approaches and expand their knowledge of available health resources.

Senior residents continued to actively participate in wellness programming throughout the year, with Zumba remaining one of the most popular activities. OHA provided a Zumba instructor who tailored classes to meet the needs and abilities of older adults. The biannual Zumba events encouraged movement, improved mobility, and created additional opportunities for residents to socialize with their peers.



Zumba class

This fiscal year included several opportunities for senior residents to participate in community events and enrichment activities. At the end of summer, residents attended the Alameda County Healthy Living Festival. The ROSS team also partnered with the Alameda County Public Health Department to host a Pedestrian Safety Class that incorporated a digital literacy component, helping seniors learn how to use technology to track physical activity and health information.

FCP also supported senior technology engagement through a partnership initiated by Oakland City Councilmember Kevin Jenkins. Nine senior residents participated in Senior Technology Day, hosted in collaboration with Fremont High School and Northeastern University Oakland. The event provided individualized assistance from high school students, helping seniors build confidence with smartphones and other digital tools while fostering intergenerational learning.

The Dial-a-Friend program continued to provide meaningful social connections and wellness support for senior residents, generating 3,222 calls during FY 2026. Resident Assistants used these recurring calls to share information about OHA events, maintain regular connections, and conduct informal wellness checks to help ensure residents were safe and thriving. While call volume was impacted by resident assistant turnover, FCP successfully recruited additional support to maintain program consistency and continued engagement.

Overall, FY 2026 senior programming strengthened community connections, promoted healthy lifestyles, increased access to wellness resources, and created meaningful opportunities for older adults to remain active, engaged, and connected.

Foster Youth to Independence

Throughout FY 2026, the Oakland Housing Authority continued to strengthen its support for Foster Youth, including FYI and FUP program participants through partnerships with the Alameda County Social Services Agency, Lao Family Community Development, Beyond Emancipation, and Youth UpRising's Next Step Youth Employment Program. These partnerships connected foster youth with housing assistance, employment services, housing education, financial literacy, counseling, and other supportive resources based on individual needs.

A primary FY 2026 goal was to transition eligible FYI/FUP participants into the FSS Program after securing housing. OHA successfully enrolled 100% of eligible FYI participants (67 youth) into FSS. Through FSS participation, youth gained access to individualized support focused on increasing savings, building employment skills, pursuing educational goals, and achieving long-term self-sufficiency.

FCP continued to promote FYI resident engagement by creating opportunities for participants to share their experiences and provide feedback on programs and services impacting their lives. Youth input helped inform engagement strategies and supported OHA's commitment to incorporating resident voices into program development and service delivery.

FYI participants received comprehensive support throughout FY 2026 to build life and career skills, including employment readiness, education planning, and connections to supportive services. Participants received assistance with resume development, interview preparation, job search strategies, work placements, and employment retention. FYI participants enrolled in FSS also benefited from partner resources focused on youth employment, education, financial literacy, and housing stability. Additional benefits included increased escrow savings, improved financial capability, and access to resources that supported their continued progress toward independence.

The goal of enrolling eligible housed FYI participants into FSS was achieved for all youth who met program eligibility requirements during FY 2026. Six FYI participants were not yet eligible for FSS enrollment; however, FCP continued working with these youth to prepare them for future enrollment and connected them with appropriate resources and services.

During the reporting period, 67 foster youth enrolled in FSS, with 56 remaining active OHA participants at the end of FY 2026. The difference reflects youth who transitioned to other Public Housing Authorities through portability to secure permanent housing.

Doorbell Cameras

Interdepartmental discussions, throughout the 2026 fiscal year, identified an opportunity to enhance resident safety by providing an additional layer of support for households impacted by violence, crime, or safety concerns. In response, FCP developed a pilot initiative to offer doorbell cameras to a limited number of residents, prioritizing survivors of domestic violence.

This initiative was designed to support housing stability by providing eligible households with added security and greater peace of mind as they transition to and establish themselves in new housing locations. The pilot is still in the implementation phase, with the expectation for doorbell cameras to be distributed in the next fiscal year. This pilot will help inform future strategies to strengthen safety resources, improve resident-centered services, and enhance support for vulnerable households.

New Initiatives

Homeownership Program

In FY 2026, OHA introduced a new five-year transition-planning initiative for homeowners, designed to support households whose homeownership vouchers are scheduled to end within the next five years. OHA identified 16 homeowners who will transition from the program between 2026 and 2031. The program administrator met with three homeowners scheduled to transition out of the program by the end of FY 2027 and began outreach to the remaining 13 homeowners.

The transition planning process provided the Administrator with an opportunity to work collaboratively with homeowners to develop individualized plans focused on maintaining sustainable, long-term homeownership. Discussions addressed strategies for managing future housing costs, strengthening financial stability, and identifying resources to support continued success in their current homes or, when needed, in alternative housing options.

Through these meetings, homeowners gained access to resources for home weatherization, maintenance, budgeting, estate planning, and financial planning. The program also supported homeowners in exploring investment strategies aligned with their individual goals and future needs.



Public Safety and Resident Partnerships

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

The Oakland Housing Authority Police Department (OHAPD) provided ongoing, effective security for the OHA community by using 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 88 resident-community meetings and 112 community-building events, including 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, ending the year with eight explorers and three cadets.



Youth explorer

Throughout the year, OHAPD continued to upgrade safety equipment and technology to maintain industry standards. The department used

real-time monitoring of OHA sites through communication centers, 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 55,000 messages were sent to over 2,800 residents and staff in fiscal year 2026. Additionally, OHAPD issued 53 group alerts to notify the community of safety concerns. The department 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 2026. OHAPD worked to address issues by implementing crime prevention strategies and various techniques to reduce and deter violent crime. One strategy was to conduct 3,855 virtual site patrol checks using technology and a non-sworn person to conduct patrol checks without necessitating a uniformed presence.

Another strategy OHAPD used was Crime Prevention through Environmental Design (CPTED), which aims to deter criminal activity by altering and improving the physical environment. OHAPD collaborated with OHA departments to identify properties that are 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 2026, a total of 22 CPTED plans were generated by OHAPD staff, recommending property improvements, including improved lighting, site security cameras, and/or other physical security improvements.



Maintained and Increased Transparency and Resident Partnerships



OHAPD Officer with OHA youth
on a fishing trip

OHAPD maintained its commitment to accountability and transparency by participating in all OHA's Resident Advisory Board (RAB) meetings and community meetings organized for Lockwood Gardens residents. Officers attended to connect with residents, hear concerns, present certain topics throughout the year, and foster community building with OHA residents and participants.

The department also collaborated with Oakland's Mobile Assistance Community Responders (MACRO) to provide a community-based response to incidents that could be resolved without law enforcement intervention. The MACRO team is operated by the Oakland Fire Department for non-violent, non-emergency, non-criminal service requests.

In addition, the department procured two new quality control measures. The OHAPD Public Portal, which allows for online reporting of personnel complaints or compliments. Residents requested a streamlined, easy-to-use process for providing praise and complaints, and this new service meets that need. Additionally, the department has begun deploying Citizen Connect, an electronic quality-control measure that provides residents with real-time updates and uses a text-based survey to assess customer satisfaction.

Through these efforts, OHAPD advanced its mission to reduce crime, strengthen community trust, and promote safe, supportive housing environments across Oakland.

B. Local Asset Management Plan

OHA did not implement a local asset management plan during FY 2026.

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 Overview

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 Overview

Project-Based Voucher overview June 30, 2026					
Development Name	Date of Board Approval	# of PBV Units	Contract Date	Contract Expiration	Population Served
HAP contracts					
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 23, 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, 2041	Low Income Families / Persons with Disabilities
Tassafaronga Village Phase II	July 21, 2008	19	May 27, 2010	May 27, 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, 2045	Low Income Families
Drachma Housing Inc	May 4, 2009	12	December 1, 2010	November 30, 2040	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	August 1, 2045	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	268	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	100	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
Slim Jenkins Court	May 4, 2009	11	May 8, 2013	May 8, 2028	Low Income Families
Oak Point Limited (OPLP)	October 25, 2010	15	May 30, 2013	May 30, 2028	Low Income Families
Drasnin Manor	October 25, 2010	25	June 27, 2013	June 26, 2028	Low Income Families
St. Joseph's Family Apts	October 25, 2010	15	December 3, 2013	December 1, 2026	Low Income Families
MacArthur Apts	October 25, 2010	14	October 13, 2013	October 13, 2028	Low Income Families
Lion Creek Crossings V	October 17, 2011	127	August 11, 2014	January 12, 2027	Senior
Cathedral Gardens	May 23, 2011	43	October 27, 2014	October 28, 2029	Low Income Families
Lakeside Senior Apartments	January 23, 2012	91	January 26, 2015	January 26, 2030	Senior
Marcus Garvey Commons	April 11, 2011	10	March 17, 2015	March 16, 2030	Low Income Families
1701 Martin Luther King Jr. Way	May 20, 2013	25	December 7, 2015	December 17, 2030	Special Needs / Homeless / HIV/AIDS
MURAL aka MacArthur Transit Village	February 28, 2011	22	January 20, 2016	January 2, 2031	Low Income Families
AveVista aka 460 Grand	March 16, 2010	34	January 27, 2016	January 27, 2031	Low Income Families
11th and Jackson (Prosperity Place)	November 30, 2010	35	February 1, 2017	January 12, 2032	Low Income Families
Fox Court Apts. (13)	December 5, 2016	13	September 15, 2017	September 15, 2032	Low Income Families

Ambassador Apts	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	74	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	75	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 Suenos	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	Former PH conversion to RAD PBV

Lion Creek Crossing Phase I (Section 18)	NA	9	August 1, 2024	July 31, 2044	
Lion Creek Crossing Phase II (RAD)	NA	44	August 1, 2024	July 31, 2044	
Lion Creek Crossing Phase II (Section 18)	NA	10	August 1, 2024	July 31, 2044	
Margaret Gordon West Port (f.k.a. West Grand and Brush)	July 23, 2018	28	May 1, 2025	April 30, 2045	Homeless
Foothill Family Apartments RAD units	NA	21	November 1, 2025	October 30, 2045	RAD PBV
Friendship Senior Housing	April 29, 2019	34	June 1, 2026	May 31, 2046	Seniors
	Units under HAP Contract	4,861			

AHAP Contracts	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
3801 MLK Family Housing	July 23, 2018	16	May 1, 2024	families and special needs
34th and San Pablo Family Housing	July 23, 2018	25	December 15, 2025	low income families
2700 International Blvd	January 23, 2023	19	March 23, 2026	PBV VASH
	Units under AHAP Contract	60		

Conditional Awards	Date of BoC approval	# PBV Units	AHAP Contract Date	Population Served
285 12th St	July 22, 2019	16	pending	formerly homes/low income families
additional VASH vouchers	June 27, 2022	8	pending	PBV VASH
500 Lake Park Ave	February 3, 2020	14	pending	PBV VASH
additional VASH vouchers	June 27, 2022	4		
Harrison Tower Disposition	August 28, 2018	101	NA	
Mandela Station	October 24, 2022	60		
77th and Bancroft	March 24, 2025	54	TBD	Low income seniors
	Units with conditional award	256		

Pipeline Projects				
15th and Harrison	TBD	100	pending conditional	low income families
401 Santa Clara	TBD	108		
		208		
RAD Conversion				
RAD Conversions (Chestnut Linden, Lion Creek Crossings, Mandela Gateway)	TBD	187	special PBV	low income families
		187		
Total PBV Units		5,572		

Appendix B: Overview of Other Housing

Overview of Other Housing							
	Total Unit Count	Subsidy Layering - Public Housing	Subsidy Layering - Project-Based Voucher	RAD	Other HUD Funding	Un-subsidized	Manager Units
HOPE VI Sites							
Chestnut Court	72	45	-	-	-	26	1
Linden Court	79	38	-	-	-	40	1
Mandela Gateway	168	46	30	-		90	2
Foothill Family Apartments	65	-	29	3	-	32	1
Lion Creek Crossings - Phases I - V	567	58	190	80	-	234	5
Other Mixed Developments							
Tassafaronga Village - Phases I and II	157	-	99	-	19	37	2
Cathedral Gardens	100	-	43	-	5	51	1
Keller	201	-	-	-	199	0	2
Harrison Senior	73	-	11		61	-	1
Lakeside Senior Apts.	92	-	91	-	-	-	1
Prosperity Place	71	-	35	-	8	27	1
ACTS/CYRENE	59	-	14		-	44	1
Brooklyn Basin (Paseo and Vista Estero, Foon Lok West)	341	-	197	-	-	141	3
Empyrean	66	-	32	-	-	33	1
Ave Vista	68	-	34	-	-	33	1
Total Units	2179	187	805	83	292	788	24

Appendix C: Affordable Housing Development Activities by Unit Type

Affordable Housing Development Activities by Unit Type							
	FY 2026 Outcomes	FY 2026 Outcomes	FY 2026 Outcomes	Total Units	Public Housing	Project-Based Vouchers	Tax Credit Only
	Non-traditional Units	Traditional Units	Manager Units				
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 Residences	178	60	2	240	0	60	180
Harrison Tower	0	100	1	101	0	100	1
Brighter Bancroft Seniors (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	0	0	0
3135 San Pablo Avenue	72	0	1	73	0	0	73
Chestnut Court / Linden Court	66	83	2	151	83	0	68
<i>Total in Predevelopment</i>	<i>771</i>	<i>339</i>	<i>12</i>	<i>1122</i>	<i>83</i>	<i>238</i>	<i>675</i>
UNDER CONSTRUCTION							
121 East 12th Street (Sen Lake)	90	0	1	91	0	0	91
Foothill Family Apartments	32	32	1	65	21	11	33
2700 International	55	19	1	75	0	19	56
Chinatown TOD Senior Housing (Clara Chan Lee Residences)	96	0	1	97	0	0	97
<i>Total Under Construction</i>	<i>273</i>	<i>51</i>	<i>4</i>	<i>328</i>	<i>21</i>	<i>30</i>	<i>277</i>
NEW CONSTRUCTION PLACED IN SERVICE							
The Phoenix	100	0	1	101	0	0	101
3050 International (Flicker Bird Homes)	75	0	1	76	0	0	76
Friendship Senior	15	34	1	50	0	34	16
<i>Total Placed in Service</i>	<i>190</i>	<i>34</i>	<i>1</i>	<i>227</i>	<i>0</i>	<i>34</i>	<i>193</i>
COMPLETED REHABILITATION							
OAHPI	0	106	0	106	54	52	0
Lion Creek Crossing Phase I	69	45	1	115	0	45	70
Lion Creek Crossing Phase II	73	72	1	146	0	72	74
Coliseum Way	36	0	1	37	0	0	0
<i>Total Rehabilitation</i>	<i>178</i>	<i>223</i>	<i>3</i>	<i>404</i>	<i>54</i>	<i>169</i>	<i>144</i>
COMBINED TOTAL	1412	647	20	2,081	158	471	1289

Appendix D: MTW and Non-MTW Housing Stock

FY 2026 MTW Housing Inventory MTW and Non-MTW housing stock	
	End of FY 2026
MTW PUBLIC HOUSING	
Large Family Sites	
Campbell Village	154
Lockwood Gardens	372
Peralta Villa	<u>390</u>
	916
Designated Senior Sites	
Adel Court	30
Palo Vista Gardens	100
Harrison Towers	<u>101</u>
	231
HOPE VI Sites	
Linden Court	38
Mandela Gateway	46
Chestnut Court	45
Lion Creek Crossings Phase 3	37
Lion Creek Crossings Phase 4	<u>21</u>
	187
TOTAL PUBLIC HOUSING	1,334
VOUCHER (SECTION 8) AND OTHER HUD PROGRAMS	
MTW	
General MTW Housing Choice Voucher (HCV)	13,285
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)	439
Lions Creek Crossings Phase I & II RAD	80
Conversion	

Lions Creek Crossing Phase I & II Section 18	0
Foothill Family RAD Conversion	3
Stability Vouchers	81
TOTAL VOUCHERS	14,785
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	15,137
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	18,476

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.