



Making Transitions Work

ANNUAL PLAN
FISCAL YEAR 2016
(JULY 1, 2015 – JUNE 30, 2016)



Stepping Beyond Expectations

Oakland Housing Authority

Fiscal Year 2016 MTW Annual Plan

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Oakland Housing Authority

Fiscal Year 2016 MTW Annual Plan

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Section I. Introduction

The OAKLAND HOUSING AUTHORITY (OHA) was established in 1938 to assure the availability of quality housing for low-income persons. OHA operates federally funded and other low-income housing programs and assists over 15,000 of Oakland's lowest-income families, elderly and persons with disabilities. The mission of the OHA is:

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

MTW Demonstration Program

OHA was selected to participate in the Moving to Work (MTW) Demonstration program in 2001 and executed its first MTW agreement with HUD in March of 2004. The original seven-year contract was scheduled to expire on June 30, 2011. In February of 2009, OHA signed an Amended and Restated Moving to Work Agreement with HUD. The new agreement extends OHA's participation in the MTW program through June 30, 2018. OHA is one of 39 public housing authorities in the nation, out of approximately 3,400, participating in the MTW program.

MTW provides a unique opportunity for housing authorities to explore and test new and innovative methods of delivering housing and supportive services to low-income residents. Originally authorized under the Omnibus Consolidated Reversions and Appropriations Act of 1996, the MTW Demonstration program waives certain provisions of the Housing Act of 1937 and HUD's implementing requirements and regulations. In addition, using MTW authority, OHA may combine funding from several HUD programs into a Single Fund Budget with full flexibility. The Authority may use MTW funds in the Single Fund Budget for any eligible MTW activity including operating subsidy, capital improvements, acquisition and new construction, and resident services. In addition, OHA's agreement allows the MTW funds to be used outside of the traditional Public Housing and Section 8 programs to support local housing activities. The Oakland Housing Authority has renamed the MTW program "*Making Transitions Work*" in order to better reflect the potential of the demonstration program here in Oakland.

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

- Reduce costs and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs, that assist in obtaining employment and becoming economically self-sufficient; and
- Increase housing choices for low-income families.

Overview of the Agency's Short-Term and Long-Term Goals and Objectives

Over the past three years, OHA has strategically balanced on-going operations while planning for the implementation of several long-term initiatives which will lead to increased efficiencies for staff and for clients. During Fiscal Year (FY) 2016, OHA will focus on tapping into the expanded capacity provided by existing MTW Plan activities to embrace the agency's annual commitment

of stepping beyond expectations. Efforts to streamline operations will enter the implementation phase by going live with OHA's new business system, the unveiling of a new administrative office, and the agency-wide launch of OHA's approved MTW rent reform activities. Each of these efforts will enable OHA to serve a growing population amidst a funding environment that continues to experience deeper cuts each year. The administrative, physical, and technological advancements OHA plans to make in FY 2016 require an intense level of participation from all levels of staff. Consequently, OHA will not create new activities, but instead will work diligently with staff and partner agencies to implement existing policies and track data that was previously unavailable under obsolete systems.

OHA will implement 16 activities of its 25 approved activities during FY 2016. Many of the activities that are on hold are related to possible disposition activities, and others are not viable until there is more certainty around the MTW Agreement extension and funding. During this time, the population that OHA serves will grow modestly due to the planned opening of three affordable housing development projects. Overall, OHA expects to serve substantially the same number of households as its adjusted baseline level while strongly believing that these numbers should be proportionately adjusted based on the dramatic reduction in Section 8 and 9 funding levels.

OHA will also create a blend of uses to exercise the single fund flexibility afforded by MTW. The safety and community policing activities of the Oakland Housing Authority Police Department (OHAPD) and development of new affordable housing continue to be high priorities. Similar to past years, OHA also will identify effective partners that will assist with reaching as many households with special needs as possible through local, non-traditional programs such as the Sponsor-Based Housing Assistance Program, which serves various populations from emancipated foster youth to homeless seniors. Improved education outcomes and employment training are target areas outside of housing where OHA will use its MTW single fund flexibility. While funding levels present challenges to delivering housing and services to as many families as in past years, OHA will continue to meet its goals through creative implementation of innovations developed under the MTW platform.

OHA continues to implement the long-term plan for the agency based on the vision set forth by the Board of Commissioners and Executive leadership. The FY 2016 MTW Annual Plan specifically seeks to harness the capacity provided by MTW to preserve housing, create new housing opportunities, increase public safety in and around OHA sites, and positively impact the lives of Oakland residents through housing and beyond. The long-term plans highlight the following four areas:

Preserving and Enhancing Our Housing Portfolio

OHA has made a long-term commitment to use MTW authority to preserve and grow its portfolio of public housing and Section 8 units through a combination of enhanced operations and aggressive efforts to address deferred maintenance and improve physical conditions by replacing outdated housing with new units when that is the most feasible approach.

Preserving and Expanding Affordable Housing Opportunities

OHA's participation in the MTW program has allowed the Authority to preserve affordable housing resources and also expand housing opportunities through real estate development activities; moving families into new neighborhoods of choice through site acquisition, through reinvestment into current neighborhoods, and through expanding the number and types of housing available in newly constructed properties. The success of OHA's development initiatives is supported by partnerships with developers and by active coordination with the City of Oakland. These brick and mortar strategies combined with new innovative employment and education initiatives are designed to meet local neighborhood needs creating both opportunity and improved health and education outcomes within these neighborhoods.

Promoting Resident Empowerment, Self Sufficiency, and Achievement

Building resident capacity is a critical component of the OHA vision. The long-term success for many of OHA's clients requires a level of support beyond simply housing. OHA will also build on its connections with partner agencies to improve outcomes for residents in several areas such as education, public health, and job readiness. MTW allows OHA to enhance the quality and reach of client services provided both in-house and in partnership with community based service providers who are experts in their respective fields. Specifically OHA will focus on the area of parent engagement and chronic absenteeism as it relates to education. OHA also will direct its focus on connecting trained and prepared residents to major development activities in the City employment, including the Oakland Army Base and Oakland Global at the Port of Oakland, Oak to 9th/ Brooklyn Basin development project, and development of the Coliseum entertainment and sports complex. Additionally, residents will be encouraged to employ the resources available through the Resident Leadership Center, Neighborhood Orientation Workshops, and Leadership Academy.

Expanding Housing Choice in Housing Programs

One of the long-term goals of OHA is to expand housing opportunities for residents within Oakland, both through increasing the supply of quality housing choices throughout the City, while also stabilizing the types and levels of affordability by preserving extremely low and very low-income units while growing the number of workforce housing units available in the City.

The MTW Annual Plan

As an MTW Agency, OHA submits an MTW Annual Plan to HUD containing the information outlined in Attachment B of the MTW Agreement, HUD form 50900. OHA's MTW Annual Plan is intended to provide residents, the public and HUD with information on OHA's programs and policies, including both approved and planned MTW activities and operating budgets and capital investment plans. The following provides a summary of the sections of the FY 2016 MTW Plan.

Section I. Introduction

This section provides general information about the MTW Demonstration program, an overview of OHA's short-term and long-term goals for FY 2016, and a summary of the Plan.

Section II. General Housing Authority Operating Information

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

Section III. Proposed MTW Activities

This section includes information on the following proposed MTW activities:

- No new activities proposed

Section IV. Approved MTW Activities

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

- 16 Active
- 6 On Hold
- 2 Not Yet Implemented

Section V. Sources and Uses of Funding

This section includes summary budget information for FY 2016 including planned sources and uses for MTW funds.

Section VI. Administrative

This section includes information on Board of Commissioners approvals and agency certifications.

Section VII. Appendix

This section includes additional information explaining the MTW Plan public outreach process and additional policy changes.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

1) Planned New Public Housing Units to be Added During the Fiscal Year

OHA does not anticipate adding any new public housing units during FY 2016.

| Table 1: Planned New Public Housing Units to be Added During the Fiscal Year | | | | | | | | | | | |
|--|--------------|---|---|---|---|---|----|-------------|-------------------|------------------|-----------|
| AMP Name and Number | Bedroom Size | | | | | | | Total Units | Population Type * | # of UFAS Units | |
| | 0 | 1 | 2 | 3 | 4 | 5 | 6+ | | | Fully Accessible | Adaptable |
| N/A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A |
| N/A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A |
| N/A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A |
| N/A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A |
| Total Public Housing Units to be Added | | | | | | | | 0 | | | |
| * Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other | | | | | | | | | | | |
| If Other, please describe: <input type="text"/> | | | | | | | | | | | |

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

OHA submitted a disposition application #DDA0004228 to the Special Application Center on December 22, 2010 requesting approval to dispose of 383 units in five senior sites, and has not received a response on the application as submitted. OHA maintains that the application is a necessary solution to resolve longstanding issues related to chronic funding decreases and a backlog of deferred maintenance. OHA also continues to manage challenges caused by increasing operating costs that make the sites financially unviable. OHA intends to revisit this challenge with the Department, taking into account the outcome of the MTW negotiations. The revisiting may include a request that HUD provide a definitive answer regarding the disposition application as originally submitted, or consideration of other steps involving disposition and replacement with tenant-based vouchers or possibly the Rental Assistance Demonstration in part that could further the preservation of this low-income housing.

| Table 2: Planned Public Housing Units to be Removed During the Fiscal Year | | |
|--|-------------------------------|--|
| PIC Dev. # / AMP and PIC Dev. Name | Number of Units to be Removed | Explanation for Removal |
| Harrison Towers | 101 | OHA submitted a disposition application to the Special Application Center on December 22, 2010 requesting approval to dispose of 383 units in five senior sites. OHA initiated the disposition application in response to the backlog of deferred maintenance, due to long-term decreases in funding in the public housing program, and the increasing operating costs that make the sites financially unviable. |
| Adel Court | 30 | |
| Oak Grove North | 77 | |
| Oak Grove South | 75 | |
| Palo Vista Gardens | 100 | |
| N/A | 0 | |
| Total Number of Units to be Removed | 383 | |

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

The Board of Commissioners has approved allocating up to 3,114 of the current MTW HCV units for project-based assistance. OHA expects to make fewer new commitments during FY 2016. This largely is driven by the uncertainty around future MTW status after 2018, recent Federal funding decreases, unprecedented increases in the fair market rent, and the lack of California redevelopment funds for the City to award to projects.

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

| Property Name | Anticipated Number of New Vouchers to be Project-Based * | Description of Project |
|---|--|---|
| Ave Vista | 34 | AveVista is a 68-unit family site located in the Grand Lake district. The apartments range in sizes from one to three bedrooms and will be affordable to families with incomes up to 60% of the area median income. The site is located near transit, shopping, theaters and other amenities that will help make AveVista a thriving community. |
| 1701 MLK | 25 | Located near major transit hubs such as BART and connectors to Interstate 80, 1701 MLK will provide 25 studios, one bedroom, and two bedroom units to formerly homeless individuals and families. The development will have on-site services provided by a non-profit service provider partner. |
| MacArthur Transit Village | 22 | MacArthur Transit Village Family Apartments (aka The Mural Apartments) is a 90-unit project located on Telegraph Avenue in Oakland's Temescal District. The site will offer a mix of studio, one, two, and three bedroom apartments affordable to families earning between 30% and 50% of area median income. 68 units will have affordable below-market rate rents and 22 units have project-based voucher subsidized rents. This family affordable housing apartment building is part of the overall MacArthur Transit Village project which will create approximately 625 new homes, 42,500 square feet of new commercial and retail space and a new BART parking garage when completed. The MacArthur Transit Village is being developed by BRIDGE Housing Corporation in conjunction with the City of Oakland. |
| Anticipated Total New Vouchers to be Project-Based | 81 | <p>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year 3125 *</p> <p>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year 2125</p> |

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

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

OHA does not anticipate any other changes to the housing stock during FY 2016.

| Table 4: Other Changes to the Housing Stock Anticipated During the Fiscal Year | |
|--|-----|
| | N/A |
| | N/A |
| | N/A |

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

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

OHA plans to make security enhancements at Public Housing sites in order to improve safety conditions for residents. OHA also will make elevator repairs at public housing sites during FY 2016.

OHA also will carry out building and unit restoration and landscaping improvements at various Project-Based Section 8 sites and invest funds in new development for projects such as 94th and International. A table describing the FY 2016 Capital Expenditures is included in Appendix C.

| Table 5: General Description of All Planned Capital Fund Expenditures During the Plan Year | |
|--|--|
| <p>OHA plans to make security enhancements at Public Housing sites in order to improve safety conditions for residents. OHA also will make elevator repairs at public housing sites during FY 2016.</p> <p>OHA also will carry out building and unit restoration and landscaping improvements at various Project-Based Section 8 sites. A table describing the FY 2016 Capital Expenditures is included in Appendix C.</p> | |

B. Leasing Information

1) Planned Number of Households Served at End of the Fiscal Year

OHA administers several MTW programs that serve almost 15,000 families. The traditional Housing Choice Voucher program and the Public Housing program are supplemented by the local, non-traditional programs such as Sponsor-Based Housing Assistance Program, Maximizing Opportunities for Mothers to Succeed (MOMS), Local Housing Assistance Program, and the Low-Income Housing Tax Credit (LIHTC) program. All totaled, OHA anticipates that 14,926 families will be served by its MTW programs during FY 2016, as indicated in Table 4. Appendix D includes a list of the public housing sites and the MTW vouchers included in the table below.

| Table 6: Planned Number of Households Served at the End of the Fiscal Year | | |
|---|--|--|
| MTW Households to be Served Through: | Planned Number of Households to be Served* | Planned Number of Unit Months Occupied/Leased*** |
| Federal MTW Public Housing Units to be Leased | 1543 | 18516 |
| Federal MTW Voucher (HCV) Units to be Utilized | 12814 | 153768 |
| Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs ** | 543 | 6516 |
| Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs ** | 26 | 312 |
| Total Households Projected to be Served | 14,926 | 179,112 |

* Calculated by dividing the planned number of unit months occupied/leased by 12.
 ** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.
 *** Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

2) Reporting Compliance with Statutory MTW Requirements

Not applicable. OHA is in compliance with the required statutory MTW requirements.

| Table 7: Reporting Compliance with Statutory MTW Requirements |
|--|
| <p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p> |
| <p>Not applicable. OHA is in compliance with the required statutory MTW requirements.</p> |

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

Public Housing

OHA will continue to manage challenges caused by the chronic underfunding of the Public Housing program that have led to a backlog of deferred maintenance and repairs. Additionally, OHA and its partner property management companies will conduct similar activities as in past years that promote lease enforcement. The increase in lease compliance activities may result in higher than average turnover times for units. However, OHA is dedicated to ensuring the safety of residents and guests of the public housing developments and will continue to emphasize to its clients the importance of lease compliance.

Additionally, as OHA implements the new Flat Rent policy, leasing levels at the sites may be negatively impacted because of potential vacancies left by flat rent households that choose to exercise their options to move to more affordable housing in the private market.

Housing Choice Voucher (HCV)

The City of Oakland experienced a 9.4% annualized rent increase. The population increase as a result of new families moving to Oakland places significant pressure on the housing market. While OHA will continue to use the tools at its disposal to equip program participants with as much buying power in the market as possible, such as increasing the Payment Standard to 95% of the fair market rent, OHA anticipates that the demand pressures of the local market will present challenges for households to lease up units throughout FY 2016. OHA will continue to serve substantially the same number of households in relation to its baseline at the 100% threshold.

Sponsor-Based Housing Assistance (SBHAP)

OHA is dedicated to serving families through the non-traditional programs such as SBHAP. The program has a higher than average turnover rate, which leads to leasing challenges. Funding uncertainty, specialized needs of program participants and limited partner capacity also continue to present obstacles when operating this program. Because of the commitment to serving hard-to-house populations, OHA may experience extended periods between lease-up but will address any leasing challenges by strengthening the relationship with partner organizations to ensure client needs are addressed early and throughout the program.

Table 8: Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

| Housing Program | Description of Anticipated Leasing Issues and Possible Solutions |
|----------------------------------|--|
| Public Housing | <p>OHA will continue to manage challenges caused by the chronic underfunding of the Public Housing program that have led to a backlog of deferred maintenance and repairs. Additionally, OHA and its partner property management companies will conduct similar activities as in past years that promote lease enforcement. The stepped up lease compliance activities may result in higher than average turnover times for units. However, OHA is dedicated to ensuring the safety of residents and guests of the public housing developments and will continue to emphasize to its clients the importance of lease compliance.</p> <p>Additionally, as OHA implements the new Flat Rent policy, leasing levels at the sites may be negatively impacted because of potential vacancies left by flat rent households that choose to exercise their options to move to more affordable housing in the private market.</p> |
| Housing Choice Voucher | <p>The City of Oakland experienced a 9.*% increase in rents in one year. The population increase as a result of new families moving to Oakland places significant pressure on the housing market. While OHA will continue to use the tools at its disposal to equip program participants with as much buying power in the market as possible, such as increasing the Payment Standard to 95% of the fair market rent, OHA anticipates that the demand pressures of the local market will present challenges for households to lease up units throughout FY 2016. OHA will continue to serve substantially the same number of households in relation to its baseline at the 100% threshold.</p> |
| Sponsor-Based Housing Assistance | <p>OHA is dedicated to serving families through the non-traditional programs such as SBHAP. The program has a higher than average turnover rate, which leads to leasing challenges. Funding uncertainty, specialized needs of program participants and limited partner capacity also continue to present obstacles when operating this program. Because of the commitment to serving hard-to-house populations, OHA may experience extended periods between lease-up but will address any leasing challenges by strengthening the relationship with partner organization to ensure client needs are addressed early and throughout the program.</p> |

C. Wait List Information

| Table 9: Wait List Information Projected for the Beginning of the Fiscal Year | | | | |
|---|------------------|-----------------------------------|--|--|
| Housing Program(s) * | Wait List Type** | Number of Households on Wait List | Wait List Open, Partially Open or Closed*** | Are There Plans to Open the Wait List During the Fiscal Year |
| MTW Housing Choice Voucher | Community-Wide | 8560 | Closed | No |
| MTW Public Housing (OHA Managed) | Site-Based | 8851 | Closed | No |
| MTW Public Housing (Third Party Managed) | Site-Based | 5259 | Partially Open for (3) bedroom units | No |
| Project-Based Voucher (Third Party Managed) | Site-Based | 16,065 | Ave Vista - Open for one, two and three bedrooms | Yes |
| Project-Based Voucher (OHA Managed) | Site-Based | 3071 | Closed | No |

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

| |
|--|
| The site-based, public housing wait list at Lion's Creek Crossing is partially open for three (3) bedroom units. |
| N/A |
| N/A |

If Local, Non-Traditional Housing Program, please describe:

| |
|-----|
| N/A |
| N/A |
| N/A |

If Other Wait List Type, please describe:

| |
|--|
| Site-based PBV waitlist for Ave Vista open for initial lease up for two weeks for one, two and three bedroom units |
| N/A |
| N/A |

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

| |
|---|
| OHA does not anticipate any changes to the organizational structure of the wait list. |
|---|

Section III. Proposed MTW Activities

This section includes information on proposed MTW activities for which the Oakland Housing Authority is requesting HUD approval.

OHA does not propose any new activities for FY 2016.

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

| Table 10 Approved MTW Activities: HUD Approval Previously Granted | | | | | |
|--|-------------------------|-----------------------------------|--|---|-----------------------------------|
| Activity # | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 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 |
| 15-02 | 2016 | Modified Utility Allowance Policy | Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.11, D.2.a |

| | | | | | |
|-------|------|--|---|---|--|
| 14-01 | 2016 | Alternative Recertification Schedules | Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program. | 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: <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households Eliminate all deductions and earned income disallowance Recent increases in income excluded in recertification Absolute minimum rent of \$25 | -Reduce costs and achieve greater cost effectiveness -Provide incentives for families with children to become economically self-sufficient | Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a |
| 12-01 | 2012 | Eliminate Caps on PBV Allocations | Eliminates the cap on the total number of units the Authority can project-base and the number of units that can be project-based in a development | Increase housing choices | Attachment C, Section D.1.e, Section B.3 |
| 11-01 | 2011 | PBV Occupancy Standards | Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (e.g. LIHTC program) | Increase housing choices | Attachment C, Section D.7 |
| 11-02 | NYI | Standardized Transfer Policy | Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents. | Increase housing choices | Attachment D, Use of Funds |
| 11-03 | NYI | SRO/ Studio Apartment Project-based Preservation Program | Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource. | Increase housing choices | Attachment C, Section D.7 |
| 11-05 | 2011 | PBV Transitional Housing Programs | Modifies PBV program rules to permit transitional service enriched housing to fill specific unmet community needs. Used to operate the MOMS 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 Attachment D, Section B.2 |

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|-------|------|---|---|--|------------------------------------|
| 10-01 | 2010 | Specialized Housing Programs | Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department. | Provide incentives for families with children to become economically self-sufficient | Attachment D, Use of Funds |
| 10-02 | 2010 | Program Extension for Households Receiving \$0 HAP | Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months. | Provide incentives for families with children to become economically self-sufficient | Attachment C, Section D.1.b, D.3.a |
| 10-03 | 2010 | Combined PBV HAP Contract for Multiple Non-contiguous Sites | Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section D.1.a, D.7 |
| 10-04 | 2010 | Alternative Initial Rent Determination for PBV Units | Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section D.2, D.7 |
| 10-05 | 2010 | Acceptance of Lower HAP in PBV Units | In situations where a family becomes over housed as a result of conflicting occupancy policies in the conversion from Public Housing to Section 8, this activity allows the landlord or management agent to accept a lower HAP based on the appropriate number of bedrooms 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 |
| 10-07 | 2010 | Disposition Relocation and Counseling Services | Provides counseling and relocation assistance to impacted public housing residents in developments approved for disposition. | Provide incentives for families with children to become economically self-sufficient Increase housing choices | Attachment D, Use of Funds |
| 10-08 | 2011 | 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 |

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|---------------------------------------|------|--|--|--|--|
| 10-09 | 2010 | Waive 12 Month Minimum Stay Requirement in Converted PBV Units | Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition. | Increase housing choices | Attachment C, Section D.7 |
| 09-01 | 2011 | Alternative HQS System | Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section D.5 Attachment D, Section D |
| 09-02 | 2010 | Short-Term Subsidy Program | Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in-place. | Reduce costs and achieve greater cost effectiveness | Attachment D, Use of Funds |
| 08-01 | 2008 | Fund Affordable Housing Development Activities | 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 |
| 07-01 (removed and added to 14-01) | 2010 | Triennial Income Recertification | Changes reexamination of income for elderly and disabled households on fixed incomes to every three years. Eligible households receive automatic adjustments to rent in interim years based on published cost of living adjustments (COLA) to the subsidy program (i.e. SS, SSI, etc.) | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.4, D.1.c |
| 06-01 | 2006 | Site Based Wait Lists | Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.1 |
| 06-02 | 2006 | Allocation of PBV Units: Without Competitive Process | Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process. | Reduce costs and achieve greater cost effectiveness Increase housing choices | Attachment C, Section D.7.a |
| 06-03 | 2006 | Allocation of PBV Units: Using Existing Competitive Process | Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process. | Reduce costs and achieve greater cost effectiveness -Increase housing choices | Attachment C, Section D.7.b |

A. Implemented Activities

OHA is currently implementing the following activities:

| Table 11 Implemented Activities | | | | | |
|------------------------------------|-------------------------|---------------------------------------|---|---|---|
| Activity # | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 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 |
| 15-02 | 2016 | Modified Utility Allowance Policy | Modifies utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.11, D.2.a |
| 14-01 | 2016 | Alternative Recertification Schedules | Changes reexamination of income for elderly and disabled households on fixed incomes to every three years and every two years for wage earning households. Households with fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program. | 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: <ul style="list-style-type: none"> Total Tenant Payment (TTP) calculated based on 27.5% of gross annual income for seniors and disabled households and 27% for work-eligible households Triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households Eliminate all deductions and earned income disallowance Recent increases in income excluded in recertification Absolute minimum rent of \$25 | Reduce costs and achieve greater cost effectiveness Provide incentives for families with children to become economically self-sufficient | Attachment C, Section C.4, C.11 Section D.1.c Section D.2.a |
| 12-01 | 2012 | Eliminate Caps on PBV Allocations | Eliminates the cap on the total number of units the Authority can project-base and the number of units that can be project-based in a development | Increase housing choices | Attachment C, Section D.1.e, Section B.3 |
| 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 |

| | | | | | |
|-------|------|---|---|--|--|
| 11-05 | 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 MOMS 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 Attachment D, Section B.2 |
| 10-01 | 2010 | Specialized Housing Programs | Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department. | Provide incentives for families with children to become economically self-sufficient | Attachment D, Use of Funds |
| 10-02 | 2010 | Program Extension for Households Receiving \$0 HAP | Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months. | Provide incentives for families with children to become economically self-sufficient | Attachment C, Section D.1.b, D.3.a |
| 10-03 | 2010 | Combined PBV HAP Contract for Multiple Non-contiguous Sites | Allows a single PBV HAP contract to be executed for non-contiguous scattered site buildings organized by AMP or other logical grouping. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section D.1.a, D.7 |
| 10-06 | 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 |
| 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 |
| 08-01 | 2008 | Fund Affordable Housing Development Activities | Utilize single-fund budget flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. | Increase housing choices | Attachment D, Use of Funds |
| 06-01 | 2006 | Site Based Wait Lists | Establishes site based wait lists in all public housing sites, HOPE IV sites, and developments with PBV allocations. | Reduce costs and achieve greater cost effectiveness | Attachment C, Section C.1 |
| 06-02 | 2006 | Allocation of PBV Units: Without Competitive Process | Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process. | Reduce costs and achieve greater cost effectiveness Increase housing choices | Attachment C, Section D.7.a |
| 06-03 | 2006 | Allocation of PBV Units: Using Existing Competitive Process | Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process. | Reduce costs and achieve greater cost effectiveness Increase housing choices | Attachment C, Section D.7.b |

MTW Activity #15-01: Local Area Portability Reform

Description of MTW Activity: A local area portability policy that will 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. Evidence shows that housing authorities in neighboring counties administer about 924 OHA vouchers causing a loss in 80 percent (80%) of the administrative fee. While the objective of the Housing Choice Voucher program is to provide increased housing options for families, OHA finds that many households exercise the option to move with their vouchers to neighboring housing authorities, especially those without MTW programs or with higher payment standards. Given the prevalence of local area port outs, the areas of concentration of port out requests, and their negative impact on program administration and self-sufficiency goals, OHA requests approval to quell port-outs to jurisdictions in all nine counties and initially will implement the policy in five counties. The policy will be expanded to include additional jurisdictions as needed.

OHA anticipates that some households will need to move out of Oakland for special needs. This new portability policy will allow families to move their tenant based vouchers locally under limited circumstances such as the following exceptions:

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

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

OHA will allow current port-out households to remain in their current jurisdiction. However, upon implementation, this policy also will apply to any port-out households that request to port to another jurisdiction.

Anticipated Impacts: Outgoing portability will be minimized to jurisdictions in five of the nine counties, which will lead to administrative efficiencies and cost savings from processing burdensome port-outs. Evaluation metrics have been developed to measure the impacts of minimizing local area port outs. OHA will track the number of port out requests received from participants. If the data demonstrates that OHA residents request to port out to other local jurisdictions, OHA will exercise its authority and expand the activity to include jurisdictions in the remaining four Bay Area counties. OHA will provide a minimum 30-day notification of the new policy to all households.

OHA anticipates that this activity will lead to a reduction in administrative time spent processing local area port-outs. This policy will reduce the drain of vouchers out of OHA's portfolio and thus will reduce administration costs for both OHA and the receiving housing authorities. The activity also may result in stabilizing project based voucher properties and the surrounding neighborhoods by reducing the turnover rates and creating longer term tenants.

OHA also anticipates a decrease in the cost of wait list management by limiting the number of applicants that apply and receive assistance from OHA and port-out after they complete the one-year residency requirement or those applicants that are processed but do not ever lease up.

Status Update: Initiated the activity for the first year of implementation. Due to the shift and tightening of the rental market in the entire Bay Area, OHA anticipates that the number of port requests will decline as there is limited availability and inventory affecting the region and these counties.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|---|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). Local Port-out Requests | Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1.5 hours * 700 port-out requests = \$49,287 | Expected cost of task after implementation of the activity = \$46.94 * 1.5 hours * 350 = \$24,644 (50% reduction) |

| | | |
|---------------------------------------|--|--|
| Administering Local Port-outs | Cost of task prior to implementation of the activity = \$46.94 (Staff Salary) * 1 hours * 1,100 port-out requests = \$51,634 | Expected cost of task after implementation of the activity = \$46.94 (Staff Salary) * 825 port-out requests = \$38,726 (25% reduction) |
| Total cost of task in dollars. | Total cost of task prior to implementation of the activity = \$49,287 + \$51,634 = \$100,921 | Total expected cost of task after implementation of the activity = \$26,644 + \$38,726 = \$63,370 (37% reduction) |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline | Benchmark |
|---|---|---|
| Total time to complete the task in staff hours (decrease). Local Port-Out Requests | Total amount of staff time dedicated to the task prior to implementation of the activity = 1.5 hours * 700 requests = 1,050 staff hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 1.5 hours * 350 requests = 525 hours (50% reduction) |
| Administering Local Port-outs | Total amount of staff time dedicated to the task prior to implementation of the activity = 1 hour * 1,100 = 1,100 staff hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 1 hour * 825 requests = 825 hours (25% reduction) |
| Total time to complete the task in staff hours | Total amount of staff time dedicated to the task prior to implementation of the activity = 1,050 + 1,100 = 2,150 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 525 + 825 = 1,350 hours (37% reduction) |

MTW Activity #15-02: Modified Utility Allowance Policy

Description of MTW Activity: 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.

Anticipated Impacts: OHA administrative costs for providing a tenant utility allowance and/or a reimbursement payment will decrease, causing tenants to exercise conservation methods or select more energy/water efficient homes.

Status Update: Initiated the activity for the first year of implementation. Implementation planning has begun for this activity and communication has been distributed to the tenant-based portfolio. OHA converted to a new business system during FY 2015 and as with any conversion of this scale, additional testing is required to ensure a smooth implementation. As described in the FY 2015 plan where this activity was proposed, we expect to develop a phased approach to execute this activity in our Public Housing portfolio.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| CE #1: Agency Cost Savings | | |
|--|--|---|
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). Utility Allowance | Cost of task prior to implementation of the activity (in dollars) = \$11,188,104 per year | Expected cost of task after implementation of the activity = \$10,228,812 (9% reduction) |
| Total cost of task in dollars (decrease). Utility Reimbursement Payment | Cost of task prior to implementation of the activity = Utility Reimbursement Payment = \$220,968 per year | Expected cost of task after implementation of the activity (in dollars) = \$110,484 (50% reduction) |
| Total cost of task in dollars (decrease). Staff | Cost of task prior to implementation of the activity = (Staff salary) * .05 hours * number of files = (\$46.14 *.05) * 4,259 = \$9,826 | Cost of task after to implementation of the activity = Zero (0) |

| | | |
|--|---|---|
| Total cost of task in dollars. | Total cost of task prior to implementation of the activity = \$11,188,104 + \$220,968 = \$11,418,898 | Total expected cost of task after implementation of the activity = \$10,228,812 + \$110,484 = \$10,449,780 (8.5% reduction) |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours Utility Allowance | Total amount of staff time dedicated to the task prior to implementation of the activity = .05 hours * 4,259 households = 212 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = .01 hours * 4,259 households = 71 hours |
| CE #3: Decrease in Error Rate of Task Execution | | |
| Unit of Measurement | Baseline | Benchmark |
| Average error rate in completing a task as a percentage (decrease). | With the implementation of the new business system, OHA will be able to establish a baseline and conduct quality control assessments to determine the average error rate for data entry related to this activity. The expectation is that staff will be able to decrease the baseline by at least 5% over one year. | |
| CE #5: Increase in Agency Rental Revenue | | |
| Unit of Measurement | Baseline | Benchmark |
| Rental revenue/total tenant payment in dollars (increase). Housing Choice Voucher | Rental revenue prior to implementation of the activity (in dollars) = \$4,343,040 | Expected rental revenue after implementation of the activity (in dollars) = \$5,191,848 (21% increase) |
| Rental revenue/total tenant payment in dollars (increase). Public Housing | Rental revenue prior to implementation of the activity (in dollars) = \$2,215,116 | Expected rental revenue after implementation of the activity (in dollars) = \$2,222,460 (Less than 1% increase) |

| | | |
|---|--|---|
| Total rental revenue/total tenant payment in dollars (increase). | Total rental revenue prior to implementation of the activity (in dollars) \$6,558,156 | Total expected rental revenue after implementation of the activity (in dollars) = \$7,414,308 (12% increase) |
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| MTW Activity #14-01: Alternative Recertification Schedules |
|---|

Description of MTW Activity: Regulations require that 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 Section 8 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 Section 8 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.

Anticipated Impacts: OHA and participant families will experience time savings related to the forgone recertifications. 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.

Status Update: Initiated the activity for the first year of implementation. OHA is developing an implementation plan to include a communication plan to residents, implementation timeline, and analysis of any changes required to our business system to implement. OHA anticipates electing not to implement the Cost of Living Adjustments (COLA) for the Triennial households as described in the FY 2015 plan.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to this activity.

Changes or Modifications to Metrics, Baselines or Benchmarks: This is the first year of implementation for this activity. There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

CE #1: Agency Cost Savings

| Unit of Measurement | Baseline | Benchmark |
|--|--|--|
| Total cost of task in dollars (decrease). Fixed Income HCV Reexam Calculation | Cost of task prior to implementation of the activity (in dollars) = \$111,940 | Expected cost of task after implementation of the activity = \$57,985 (48% reduction) |
| Total cost of task in dollars (decrease). Senior and Disabled Public Housing Reexam Calculation | Cost of task prior to implementation of the activity = \$42,000 | Expected cost of task after implementation of the activity (in dollars) = \$21,000 (50% reduction) |
| Total cost of task in dollars (decrease). Wage Earning HCV Reexam Calculation | Cost of task prior to implementation of the activity (in dollars) = \$146,300 | Expected cost of task after implementation of the activity = \$73,150 (50% reduction) |
| Total cost of task in dollars (decrease). Wage Earning Public Housing Reexam Calculation | Cost of task prior to implementation of the activity (in dollars) = \$29,250 | Expected cost of task after implementation of the activity = \$14,625 (50% reduction) |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity (in dollars) = \$329,490 | Expected cost of task after implementation of the activity (in dollars) = \$166,760 (51% reduction) |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline | Benchmark |
|--|---|---|
| Total time to complete the task in staff hours (decrease). Fixed Income HCV Reexam Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 2,678 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,475 hours (37% reduction) |
| Total time to complete the task in staff hours (decrease). Fixed Income Public Housing Reexam Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,680 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 840 hours (50% reduction) |

| | | |
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| Total time to complete the task in staff hours (decrease). Wage Earning HCV <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 3,500 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1,750 hours (50% reduction) |
| Total time to complete the task in staff hours (decrease). Work Eligible Public Housing <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 1,170 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 585 hours (50% reduction) |
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 9,028 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 4,650 hours (52% reduction) |
| CE #5: Increase in Agency Rental Revenue | | |
| Unit of Measurement | Baseline | Benchmark |
| Rental revenue in dollars (increase). | Calculation of this metric is unclear since this activity changes the timing of the reexamination and does not change the rent calculation formula. | |
| SS #1: Increase in Household Income | | |
| Unit of Measurement | Baseline | Benchmark |
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$10,926 HCV: \$14,444 | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = Public Housing: \$12,020 (10% increase) HCV: \$15,888 (10% increase) |
| SS #3: Increase in Positive Outcomes in Employment Status | | |
| <i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i> | | |
| Unit of Measurement | Baseline | Benchmark |
| Report the following information separately for | With the implementation of the new business system, OHA will be able to establish a baseline for each of the | |

| | | |
|---|---|--|
| each category: | three types of households and will subsequently set the relevant benchmarks prior to implementation of this activity. | |
| (1) Employed Full- Time | | |
| (2) Employed Part- Time | | |
| (3) Enrolled in an Educational Program | | |
| (4) Enrolled in Job Training Program | | |
| (5) Unemployed | | |
| (6) Other-Drug Rehab Counseling | | |
| Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Unknown | |
| SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving TANF assistance (decrease). | Number of households receiving TANF prior to implementation of this activity = 100 households | Number of households receiving TANF after implementation of this activity = 90 households (10% decrease) |
| SS #8: Households Transitioned to Self Sufficiency | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided. | Number of households transitioned to self-sufficiency prior to implementation of this activity = Zero (0) | Number of households transitioned to self-sufficiency after implementation of this activity = 10% of eligible households |

MTW Activity #13-01: Rent Reform Pilot Program

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

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

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

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

Status Update: Initiated the activity for the first year of implementation. OHA is developing an implementation plan to include a communication plan to residents, implementation timeline, and working with third party management staff to create an implementation plan for residents in Campbell Village. Analysis and testing is underway to assess business system functionality for implementation of this activity.

Changes or Modifications to Activity: OHA proposes to change the automatic calculation of the COLA to at the EDs discretion.

Changes or Modifications to Metrics, Baselines or Benchmarks: This is the first year of implementation for this activity. There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

CE #1: Agency Cost Savings

| Unit of Measurement | Baseline | Benchmark |
|--|---|---|
| Total cost of task in dollars (decrease). Senior and Disabled HCV <i>Initial</i> Calculation | Cost of task prior to implementation of the activity per household (in dollars) = \$31 (based on \$42 per hour) | Expected cost of task after implementation of the activity = \$24.80 (20% reduction) |
| Total cost of task in dollars (decrease). Senior and Disabled Public Housing <i>Initial</i> Calculation | Cost of task prior to implementation of the activity per household = \$54 (based on \$36 per hour) | Expected cost of task after implementation of the activity (in dollars) = \$43.20 (20% reduction) |
| Total cost of task in dollars (decrease). Senior and Disabled HCV <i>Reexam</i> Calculation | Cost of task prior to implementation of the activity (in dollars) = \$2,800 (based on 67 eligible households) | Expected cost of task after implementation of the activity = \$1,540 (45% reduction) |
| Total cost of task in dollars (decrease). Senior and Disabled Public Housing <i>Reexam</i> Calculation | Cost of task prior to implementation of the activity = \$4,320 (based on 60 eligible households) | Expected cost of task after implementation of the activity (in dollars) = \$2,160 (50% reduction) |
| Total cost of task in dollars (decrease). Work-Eligible HCV <i>Initial</i> Calculation | Cost of task prior to implementation of the activity per household (in dollars) = \$63 (based on \$42 per hour) | Expected cost of task after implementation of the activity = \$50.40 (20% reduction) |
| Total cost of task in dollars (decrease). Work-Eligible Public Housing <i>Initial</i> Calculation | Cost of task prior to implementation of the activity per household (in dollars) = \$72 (based on \$36 per hour) | Expected cost of task after implementation of the activity = \$57.60 (20% reduction) |
| Total cost of task in dollars (decrease). Work-Eligible HCV <i>Reexam</i> Calculation | Cost of task prior to implementation of the activity (in dollars) = \$15,132 (based on 131 eligible households) | Expected cost of task after implementation of the activity = \$7,565 (50% reduction) |

| | | |
|---|---|---|
| Total cost of task in dollars (decrease). Work-Eligible Public Housing <i>Reexam</i> Calculation | Cost of task prior to implementation of the activity (in dollars) = \$6,408 (based on 89 eligible households) | Expected cost of task after implementation of the activity = \$3,204 (50% reduction) |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity (in dollars) = | Expected cost of task after implementation of the activity (in dollars). |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). Senior and Disabled HCV <i>Initial</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = .75 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = .6 hours (20% reduction) |
| Total time to complete the task in staff hours (decrease). Senior and Disabled Public Housing <i>Initial</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 1.5 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.2 hours |
| Total time to complete the task in staff hours (decrease). Senior and Disabled HCV <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 67 hours (based on 67 eligible households) | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 37 hours (37% reduction) |
| Total time to complete the task in staff hours (decrease). Senior and Disabled Public Housing <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 120 hours (based on 60 eligible households) | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 60 hours (50% reduction) |
| Total time to complete the task in staff hours (decrease). Work-Eligible HCV <i>Initial</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 1.5 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.2 hours (20% reduction) |

| | | |
|---|--|---|
| Total time to complete the task in staff hours (decrease). Work-Eligible Public Housing <i>Initial</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity per household (in hours) = 2 hours | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 1.6 hours (20% reduction) |
| Total time to complete the task in staff hours (decrease). Work-Eligible HCV <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 362 hours (based on 181 eligible households) | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 181 hours (50% reduction) |
| Total time to complete the task in staff hours (decrease). Work Eligible Public Housing <i>Reexam</i> Calculation | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 267 hours (based on 89 eligible households) | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 134 hours (50% reduction) |

CE #3: Decrease in Error Rate of Task Execution

| Unit of Measurement | Baseline | Benchmark |
|---|---|-----------|
| Average error rate in completing a task as a percentage (decrease). | With the implementation of the new business system, OHA will be able to establish a baseline and conduct quality control assessments to determine the average error rate for data entry related to this activity. The expectation is that staff will be able to decrease the baseline by at least 5% over one year. | |

Standard OHA Metrics

| Unit of Measurement | Baseline | Benchmark |
|---|------------------------------|---|
| Number of households with earned income | Public Housing: 0 households | Public Housing: 5 households |
| | HCV: 0 households | HCV: 8 households |
| Average annual earned income | Public Housing: \$10,926 | Public Housing: \$12,020 (10% increase) |
| | HCV: \$14,444 | HCV: \$15,888 (10% increase) |

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

Description of MTW Activity: 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, PHA 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 expands on the previously approved activity to eliminate caps on PBV allocations in all areas.

Anticipated Impacts: Extend the long-term affordability of housing units as Public Housing, Moderate Rehabilitation, or other assisted housing units that are converted to PBV assistance. Award projects to developers that will make efforts to leverage the PBV funding to preserve or create additional affordable housing opportunities for Oakland residents.

Status Update: Ongoing. OHA reserves the option not to issue any new awards during the fiscal year. OHA relies on developers submitting allocation requests and due the uncertainty of long term funding availability and ongoing MTW contract negotiations, OHA does not have any applications for new PBV awards pending or projected. At former public housing scattered sites, units continue to be converted to the PBV program as in-place families with Tenant Protection Voucher (TPV) assistance move out. The PBV awards provide a one-for-one deep subsidy replacement program for public housing units that were approved for disposition. A tight and expensive rental market is causing challenges for TPV holders to find available units in Oakland, and subsequently, fewer units are being converted to PBV, because residents are finding it challenging to find available units to rent. Once MTW contract negotiations are complete and program compliance rules have been finalized regarding utilization requirements and number of families served, OHA will explore strategies for using this activity to serve additional special needs households given the tight housing market and lack of inventory of apartments for families searching with Vouchers to rent. *Changes or Modifications to Activity:* OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below. Performance measures for this activity reflect the unknown status of new awards.

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

Standard OHA Metrics

Additional Units of Housing Made Available

| Unit of Measurement | Baseline | Benchmark |
|--|--|--|
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box. | Number of PBV units awarded above 25% of the total units in a project = Zero (0) units Number of PBV units awarded above 20% of total units in voucher program = Zero (0) units | Expected housing units of this type after implementation of the activity = Zero (0) units Expected housing units of this type after implementation of the activity = Zero (0) units |

Units of Housing Preserved

| Unit of Measurement | Baseline | Benchmark |
|---|--|--|
| Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box. | Housing units preserved prior to implementation of the activity = Zero (0) units | Expected housing units preserved after implementation of the activity = Zero (0) units |

Increase in Resident Mobility

| Unit of Measurement | Baseline | Benchmark |
|---|---|---|
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) households | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = Zero (0) households |

Households Assisted by Services that Increase Housing Choice

| Unit of Measurement | Baseline | Benchmark |
|----------------------------|-----------------|------------------|
|----------------------------|-----------------|------------------|

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

MTW Activity #11-01: PBV Occupancy Standards

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

Anticipated Impacts: Consistent occupancy standards for all units in a development regardless of source of subsidy, thereby, increasing housing options for households assisted with PBVs.

Status Update: Ongoing. This activity is largely dependent upon participant families requesting changes to household composition and use of this activity is affected by these requests.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table and the local OHA metrics table below.

| Standard HUD Metrics | | |
|--|---|---|
| HC #4: Displacement Prevention | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. | Number of Households losing assistance or forced to move prior to implementation of the activity = Three (3) households | Expected households losing assistance/moving after implementation of the activity = Zero (0) households |
| HC #5: Increase in Resident Mobility | | |
| Unit of Measurement | Baseline | Benchmark |

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

MTW Activity #11-05: PBV Transitional Housing Program

Description of MTW Activity: 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. With established partnerships with the Alameda County Sheriff's Office, this activity facilitates the development of local, non-traditional housing programs like the Maximizing Opportunities for Mothers to Succeed (MOMS) initiative, which offers service-enriched transitional housing support to formerly incarcerated women seeking to reunite with their children. In addition to the housing subsidy, the MOMS program offers customized adult, family and youth case management, group counseling services, family activities and educational and employment development assistance to all participants. This activity has been expanded to include additional transitional housing opportunities under the Parents and Children Together (PACT) / Dads Acquiring & Developing Skills (DADS) programs. Continuing the partnership with the Alameda County Sheriff's Office will provide participant families the opportunity to enter into a family residential family reunification plan that will include a variety of supportive services. These transitional programs are currently planned to provide assistance for 12 to 18 months. PACT/DADS will include a transitional, residential component that will provide a safe, temporary apartment unit that allows participants who have received custody or are at the final stages of acquiring custody to experience the reunification process in a stable home environment.

Anticipated Impacts: Expand housing options for low-income special needs families that would traditionally not be served by the Public Housing or Section 8 program.

Status Update: Staff continues to develop the PBV transitional housing program to best serve a population faced with many financial and social challenges. The pilot project for this activity is the Maximizing Opportunities for Mothers to Succeed (MOMS) program, which provides up to 11 units of service enriched transitional housing for women leaving the county jail system and reuniting with their children. OHA plans to increase the number of families served by instituting the PACT and DADS programs.

The Authority, along with the primary program partners Alameda County Sheriff's Office (ASCO) and the Alameda County Behavioral Health Care Services (ACBHS) Department, have facilitated a strategic planning process resulting in several program improvements. Planned additions to the current program structure include a sober living agreement, an alumni participation agreement, stronger coordination of multi-agency intervention for lease non-compliance and additional on-site program activities to enhance parent/child engagement and workforce development for older youth and adults. Following graduation of MOMs participants, several three bedroom units are being converted to two bedrooms at vacancy turn. This reduction in bedroom size will both accommodate the growing trend of smaller family size and create study/work space to support education and work readiness goals.

The Authority has identified a 20 unit building that is in the same community as the MOMs site. Currently under full rehab, this building will be the new location for the MOM's program, and the current location of the MOMs program will be used to welcome participants from the ASCO DADs program. Rehab completion is scheduled for June 2016. The Authority is a party to a pending ASCO grant application to acquire funding for a multitude of services, including the addition of four (4) case managers for the ASCO transitional programs.

Changes or Modifications to Activity: OHA does not propose any changes at this point to the program. Staff and program partners revisit the program guidelines regularly to ensure that expectations and metrics are reasonable and relevant to the group of households that benefit from this activity. Any future modifications of this activity will be vetted and submitted to HUD for approval.

Changes or Modifications to Metrics, Baselines or Benchmarks: Metric HC #5, Metric HC #7, and the Standard OHA Metrics were modified from last year. The levels in FY 2015 were established to accommodate possible program expansion. Since the expansion timeline has been delayed pending the outcome of contract negotiations, the metrics were reset to reflect the expected number of program participants in FY 2016. Changes to the benchmarks are included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|--|
| HC #5: Increase in Resident Mobility | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 8 households |
| HC #7: Households Assisted by Services that Increase Housing Choice | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving services aimed to increase housing choice (increase). | Households receiving this type of service prior to implementation of the activity = Zero (0) | Expected number of households receiving these services after implementation of the activity = 8 households |
| Standard OHA Metrics | | |
| Additional Units of Housing Made Available | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box. | Number of households who would not qualify for an available unit based on household composition = Zero (0) households | Expected housing units of this type after implementation of the activity = 8 households |

| Increase in Household Income | | |
|--|--|---|
| Unit of Measurement | Baseline | Benchmark |
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households prior to implementation of this activity = Zero (0) dollars | Average earned income of households after implementation of this activity = 1040 hrs at minimum wage (\$12.25) =\$12,740 |
| Increase in Household Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Average amount of savings/escrow of households affected by this policy in dollars (increase). | Average amount of savings/escrow of households prior to implementation of this policy = Zero (0) dollars | Average amount of savings/escrow of households after implementation of this policy = \$500 OHA will also link families to Family and Community Partnerships to help offer assistance with establishing a savings plan or enrolling in the FSS program. |
| Increase in Positive Outcomes in Employment Status | | |
| <i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i> | | |
| Unit of Measurement | Baseline | Benchmark |
| Report the following information separately for each category: | | |
| (1) Employed Full- Time | 1) Zero (0) households | 1) 0 households |
| (2) Employed Part- Time | 2) Zero (0) households | 2) 2 households |
| (3) Enrolled in an Educational Program | 3) Unknown | 3) 3 households |
| (4) Enrolled in Job Training Program | 4) Unknown | 4) 1 household |
| (5) Unemployed | 5) 8 households | 5) 6 households |
| (6) Other-Drug Rehab Counseling | 6) Unknown | 6) 8 households |

| | | |
|---|--|---|
| Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Unknown | |
| <i>Households Removed from Temporary Assistance for Needy Families (TANF)</i> | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving TANF assistance (decrease). | Number of households receiving TANF prior to implementation of this activity = 8 households | Number of households receiving TANF after implementation of this activity 6 households (25% decrease) |
| <i>Households Assisted by Services that Increase Self Sufficiency</i> | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving services aimed to increase self-sufficiency (increase). | Number of households receiving services aimed to increase self-sufficiency prior to implementation = Zero (0) households | Number of households receiving services aimed to increase self-sufficiency after implementation = 8 households |
| <i>Households Transitioned to Self Sufficiency</i> | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided. | Number of households transitioned to self sufficiency prior to implementation of this activity = Zero (0) | Number of households transitioned to self sufficiency after implementation of this activity = 3 households will graduate from program |

MTW Activity #10-01: Specialized Housing Programs

Description of MTW Activity: In partnership with the Alameda County Sheriff’s Department, OHA operates the MOMS program. This activity increases the allocation of resources to the MOMS program to improve outcomes and enhance program coordination among partners.

Anticipated Impacts: Improve self-sufficiency outcomes for residents.

Status Update: Ongoing. Based on the success of the pilot, the program may be expanded during FY 2016 to house additional families of up to 25 households, and a new re-entry/family unification program that will include fathers and their children is in development with our partners and may begin in this program year. See discussion in activity #11-05.

Changes or Modifications to Activity: OHA anticipates expanding the program to more households where feasible.

Changes or Modifications to Metrics, Baselines or Benchmarks: The benchmark for Metric CE #4 was updated to reflect the expected leverage in FY 2016. Changes to the benchmarks are included in the Standard HUD Metrics table below.

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

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

Description of MTW Activity: 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 24 months before being terminated from the program.

Anticipated Impacts: Remove incentives for families to end employment or reduce sources of income in order to maintain housing assistance. Encourage employment and provide additional security for participants trying to increase their income.

Status Update: Ongoing. OHA plans a monthly review of the participants with zero HAP assistance and initiate connections with the Family and Community Partnerships department to provide supportive services to help participants achieve self-sufficiency and exit the program.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|---|--|--|
| SS #1: Increase in Household Income | | |
| Unit of Measurement | Baseline | Benchmark |
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households affected by this policy prior to implementation of the activity (in dollars). \$47,711 for 109 households | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars) = \$47,711 (0% increase) |
| SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving TANF assistance (decrease). | Number of households receiving TANF assistance prior to implementing this activity = 20 households | Number of households receiving TANF assistance after implementing this activity = 19 households (5% decrease) |
| SS #6: Reducing Per Unit Subsidy Costs for Participating Households | | |
| Unit of Measurement | Baseline | Benchmark |
| Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease). | Average subsidy per household affected by this policy prior to implementation of the activity = Zero (0) | Expected average subsidy per household affected by this policy after implementation of the activity = Zero (0) |
| SS #7: Increase in Agency Rental Revenue | | |
| Unit of Measurement | Baseline | Benchmark |
| PHA rental revenue/HAP in dollars (increase). | HAP prior to implementation of the activity (in dollars) = \$0 | Expected HAP after implementation of the activity (in dollars) = \$0 |
| SS #8: Households Transitioned to Self Sufficiency | | |
| Unit of Measurement | Baseline | Benchmark |

| | | |
|---|--|---|
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided. | Number of households transitioned to self-sufficiency prior to implementation of this activity = 10 households | Number of households transitioned to self-sufficiency after implementation of this activity = 20 households |
|---|--|---|

Standard OHA Metrics

Households Assisted by Services that Increase Self Sufficiency

| Unit of Measurement | Baseline | Benchmark |
|--|---|--|
| Number of households receiving services aimed to increase self-sufficiency (increase). | Number of households receiving services aimed to increase self-sufficiency prior to implementation of this activity = Zero (0) households | Number of households receiving services aimed to increase self-sufficiency after implementation of this activity = 50 households |

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

Description of MTW Activity: Modify PBV program rules to allow HAP contracts to be executed for non-contiguous buildings.

Anticipated Impacts: Reduce agency administrative costs associated with staff time and preparing, executing, and managing the HAP contracts.

Status Update: Ongoing. OHA does not anticipate utilizing this activity in FY 2016, but it remains active for use with eligible sites.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baseline and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|--|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity = \$52.61 (staff salary/hour) * 48 hours = \$2,525 | Expected cost of task after implementation of the activity = \$52.61 * 0 hours = \$0 |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity = 6 hours/contract * 8 contracts = 48 hours | Expected amount of total staff time dedicated to the task after implementation of the activity = 6 hours/contract * 0 contracts = Zero (0) |

MTW Activity #10-06: Local Housing Assistance Program

Description of MTW Activity: 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, leveraging 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.

Anticipated Impacts: Increase the housing choices for hard-to-house families and provide critical support to agencies operating serviced enriched housing for special needs households.

Status Update: Ongoing.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|---|
| HC #1: Additional Units of Housing Made Available | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase) LHAP | Number of households who would not qualify for an available unit based on household composition = Zero (0) | Expected housing units of this type after implementation of the activity = 39 |
| SBHAP | Number of households who would not qualify for an available unit based on household composition = Zero (0) | Expected housing units of this type after implementation of the activity = 110 |
| Total number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). | Total number of households who would not qualify for an available unit based on household composition = Zero (0) | Total expected housing units of this type after implementation of the activity = 149 |
| HC #5: Increase in Resident Mobility | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). LHAP | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 39 |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). SBHAP | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 110 |

| | | |
|--|---|--|
| Total number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | Total households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) | Total expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 149 |
| HC #7: Households Assisted by Services that Increase Housing Choice | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households receiving services aimed to increase housing choice (increase). LHAP | Households receiving this type of service prior to implementation of the activity = Zero (0) | Expected number of households receiving these services after implementation of the activity = 14 |
| Number of households receiving services aimed to increase housing choice (increase). SBHAP | Households receiving this type of service prior to implementation of the activity = Zero (0) | Expected number of households receiving these services after implementation of the activity =110 |
| Total number of households receiving services aimed to increase housing choice (increase). SBHAP | Total households receiving this type of service prior to implementation of the activity = Zero (0) | Total expected number of households receiving these services after implementation of the activity =124 |

| |
|--|
| MTW Activity #09-01: Alternative HQS System |
|--|

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 inspection remain on the annual inspection schedule. Properties that fail to pass HQS after two inspections will be inspected more frequently and require semi-annual inspections for the next year. 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.

Anticipated Impacts: The protocol is designed to be less intrusive to residents, requiring fewer inspections in properties that maintain units in good condition. In addition, resources can be better allocated to focus on properties with HQS deficiencies rather than on properties with a history of compliance issues.

Status Update: Ongoing. The number of vouchers in the HCV program has increased since the baseline was established. Therefore, the baseline has been revised to reflect expected outcomes based on the current number of vouchers available in the HCV program.

Changes or Modifications to Activity: OHA plans to eliminate the six-month inspection requirement in order to eliminate burden to owner and tenant. Properties that fail to pass inspection after two inspections will continue to be inspected on an annual basis.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|--|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity = 12,980 inspections *\$30.80 (cost per inspection) =\$399,784 | Expected cost of task after implementation of the activity = 9,358 inspections * \$30.80 = \$288,226 |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). | Prior to implementation of this activity, OHA outsourced annual inspections through a contractor. OHA is unable to retroactively establish the baseline for this metric and the vendor does not track this data. | |
| CE #3: Decrease in Error Rate of Task Execution | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). | Prior to implementation of this activity, OHA outsourced annual inspections through a contractor. OHA is unable to retroactively establish the baseline for this metric and the vendor does not track this data. | |
| Standard OHA Metrics | | |
| Number of Units Inspected | | |
| Unit of Measurement | Baseline | Benchmark |

| | | |
|--|--------------------|-----------------------------------|
| Number of units inspected annually | 12,980 units | 9,358 units (28% reduction) |
| Number of Inspections Conducted | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of inspections conducted annually | 12,980 inspections | 9,358 inspections (28% reduction) |

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

Description of MTW Activity: Utilize Single Fund Flexibility to leverage funds to preserve affordable housing resources and create new affordable housing opportunities in Oakland. These housing opportunities provide units under the traditional programs as well as local, non-traditional units.

Anticipated Impacts: Create new and replacement affordable housing thereby increasing the housing choices for low-income households.

Status Update: Ongoing. OHA continues to develop affordable housing to expand opportunities for families in need. Current projects in development include:

- Ave Vista - A 68-unit family site located in the Grand Lake district. The apartments range in size from one to three bedrooms and are affordable to families with income up to 60% of the area median income.
- 1701 Martin Luther King Jr. Way – provides 25 studios, one and two bedroom units to formerly homeless individuals and families with on-site services provided by a non-profit service provider partner.
- 11th and Jackson – A new family development with (71) one, two and three bedroom apartments along with ground floor commercial space to serve families with incomes up to 60% of the area median income.
- 94th and International – A development with 59 units of one, two and three bedrooms for families with income from 30-50% of the area median income. The site will have commercial space and on-site community space for supportive services, a computer room, kitchen, tot-lot and laundry facilities.
- MacArthur Transit Village – A 90 unit project located in the Temescal District offering a mix of studio, one, two and three bedroom units affordable to families earning income from 30-50% of the area median income. This project is part of a complex of 625 new homes, commercial and retail spaces.

Ongoing contract negotiations and future compliance requirements that affect how new units developed by OHA can be counted towards families served may affect OHA’s strategy in pursuing new development opportunities.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: Changes to the benchmarks of each metric reflect the updated totals planned for development activities and are included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|---|--|--|
| HC #1: Additional Units of Housing Made Available | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box. | Housing units of this type prior to implementation of the activity = Zero (0) | Expected housing units of this type after implementation of the activity = 139 units under construction |
| HC #2: Units of Housing Preserved | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box. | Housing units preserved prior to implementation of the activity = Zero (0) | Expected housing units preserved after implementation of the activity = 100 units rehabilitated |
| HC #5: Increase in Resident Mobility | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity = Zero (0) | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity = 239 households |

MTW Activity #06-01: Site Based Wait Lists

Description of MTW Activity: Establish site based wait lists at all public housing sites, HOPE VI sites, and developments with PBV allocations.

Anticipated Impacts: The selection and pre-screening of prospective tenants at each site improves efficiency and reduces the duplication of administrative functions. Site based wait lists allow applicants to choose what sites or areas of the city they choose to live, and reduces the number of households rejecting an apartment because it is not near the family’s support systems, work and schools. Applicants may apply for multiple lists as well. Additionally, OHA has chosen to use a lottery system at its site-based wait lists to reduce the list to a number where offers can be made in a reasonable period of time. Thus, the site based wait lists will be opened and closed more frequently thereby increasing the frequency of access to affordable housing opportunities, reducing the long waiting periods for applicants, and reducing the need and cost of wait list purging and maintenance.

Status Update: Ongoing

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|--|--|---|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of determining program eligibility in dollars (decrease). | Cost of task prior to implementation of the activity = \$875 per vacancy | Expected cost of task after implementation of the activity = \$500 per vacancy |
| Total cost to lease available vacant units to public housing applicants in dollars (decrease). | Cost of task prior to implementation of the activity = \$110,000 annually | Expected cost of task after implementation of the activity = \$77,000 annually |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours) = 19 hours/household | Expected amount of total staff time dedicated to the task after implementation of the activity = 11 hours/household |

| CE #3: Decrease in Error Rate of Task Execution | | |
|---|--|---|
| Unit of Measurement | Baseline | Benchmark |
| Average error rate in completing a task as a percentage (decrease). | Average error rate of task prior to implementation of the activity = Unknown at this time and OHA will conduct a quality control audit in to determine error rate. | Expected average error rate of task after implementation of the activity = Anticipated error rate is 5 percent (5%) |

| HC #3: Decrease in Wait List Time | | |
|---|--|------------------|
| Unit of Measurement | Baseline | Benchmark |
| Average applicant time on wait list in months (decrease). | OHA has maintained site-based wait lists for several years and as a result is not able to produce data to compare outcomes to the baseline of when the wait list was consolidated. | |

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

Description of MTW Activity: Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process.

Anticipated Impacts: Reduce the administrative time and development costs associated with issuing an RFP. Increase housing choices by creating new or replacement affordable housing opportunities.

Status Update: Ongoing. OHA reserves the option not to issue any new awards during the fiscal year.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|---|--|--|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity = \$7,500 per RFP | Expected cost of task after implementation of the activity = \$0 |

| CE #2: Staff Time Savings | | |
|--|--|---|
| Unit of Measurement | Baseline | Benchmark |
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP | Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP |

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

Description of MTW Activity: Allocate PBV units to qualifying developments using the City of Oakland Notice of Funding Availability (NOFA)/ RFP or other existing competitive process.

Anticipated Impacts: Reduce the administrative time and development costs associated with issuing an RFP. Increase housing choices by creating new or replacement affordable housing opportunities.

Status Update: Ongoing. The City notifies developers of funding availability for development projects annually in September and award notifications are made in March. OHA evaluates projects and opportunities to participate via PBV allocations to increase housing choices and the number of families served within the City of Oakland. OHA is exploring strategic partnerships with the City, County and County Agencies to expand affordable housing through PBV allocations.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

Changes or Modifications to Metrics, Baselines or Benchmarks: There are no changes to the metrics, baselines, and benchmarks included in the Standard HUD Metrics table below.

| Standard HUD Metrics | | |
|---|--|--|
| CE #1: Agency Cost Savings | | |
| Unit of Measurement | Baseline | Benchmark |
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity = \$7,500 per RFP | Expected cost of task after implementation of the activity = \$0 |
| CE #2: Staff Time Savings | | |
| Unit of Measurement | Baseline | Benchmark |

| | | |
|---|--|---|
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP | Expected amount of total staff time dedicated to the task after implementation of the activity = 15 hours per RFP |
| Standard OHA Metrics | | |
| Additional Units of Housing Made Available | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box. | Number of households who would not qualify for an available unit based on household composition = Zero (0) | Expected housing units of this type after implementation of the activity = Zero (0) |
| Units of Housing Preserved | | |
| Unit of Measurement | Baseline | Benchmark |
| Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box. | Housing units preserved prior to implementation of the activity = Zero (0) | Housing units preserved prior to implementation of the activity = Zero (0) |
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity = 100 hours per RFP | Expected amount of total staff time dedicated to the task after implementation of the activity = 0 hours |

B. Not Yet Implemented Activities

| Table 12 Approved MTW Activities Not Yet Implemented | | | | | |
|---|-------------------------|--|--|--------------------------|----------------------------|
| Activity # | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 11-02 | NYI | Standardized Transfer Policy | Creates standard transfer policies in the public housing, Section 8, and project-based assistance programs to increase housing choices for residents. | Increase housing choices | Attachment D, Use of Funds |
| 11-03 | NYI | SRO/ Studio Apartment Project-based Preservation Program | Develops a PBV sub-program tailored to the needs of developments with SRO and studio units providing service enriched housing. OHA will commit long-term PBV subsidies to developments where there is a need to preserve the housing resource. | Increase housing choices | Attachment C, Section D.7 |

MTW Activity #11-02: Standardize Transfer Policy

Description of MTW Activity: Adopt a policy to allow residents to transfer from Public Housing or PBV assisted housing to the tenant-based Section 8 voucher program. 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 one-for-one policy whereby at least one or more new vouchers are issued to families selected from the HCV tenant-based waiting list for every Public Housing or PBV transfer voucher issued. In order to control demand, OHA is considering limiting the number of transfer vouchers available to no more than 10 percent (10%) of the total units in the Public Housing and PBV programs combined per year.

Implementation Plan Update: OHA has not initiated implementation of this activity because of unpredictable funding activity and the pending status of the MTW Agreement extension. Additionally, OHA has limited the availability of transfer vouchers for PBV clients in order to be responsive to the needs of the waitlist. Upon confirmation of stabilized funding levels and an extended MTW contract, OHA will implement this activity across all applicable programs.

Implementation Timeline: OHA hopes to begin full implementation of this activity when it has adequate funding levels to accommodate operating this activity.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

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

Description of MTW Activity: Develop a PBV sub-program to award long-term Section 8 assistance to Single Room Occupancy (SRO) and studio apartment developments offering service enriched housing.

Implementation Plan Update: OHA has not begun implementation of this activity because of funding challenges. Long-term assistance is not available under the current funding environment, and OHA will hold this activity until increased funding levels permit full exploration of this activity.

Implementation Timeline: OHA hopes to begin full implementation of this activity in future fiscal years and continues to examine its use in various supportive housing programs.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

C. Activities on Hold

| Table 13 Approved MTW Activities on Hold | | | | | |
|---|-------------------------|--|---|---|--------------------------------|
| Activity # | Fiscal Year Implemented | MTW Activity Name | Description | Statutory Objective(s) | Authorization(s) |
| 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 |
| 10-07 | 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 | Waive 12 Month Minimum Stay Requirement in Converted PBV Units | Waives the 12 month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition. | 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 |

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

Description of MTW Activity: 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.

Anticipated Impacts: Reduce the costs associated with establishing reasonable rents.

Status Update: On Hold pending disposition approval.

Reason Activity is on Hold: The activity is on hold until OHA completes the conversion process for its public housing units. The activity will remain inactive until OHA receives approval of the disposition application and begins conversion of the units to the project-based voucher program.

Reactivation Plan Update: The activity will be reactivated as needed when OHA initiates conversion of public housing units.

Implementation Timeline: The timeline for re-implementing this activity depends on external factors. Therefore, OHA will reactivate the activity on an as needed basis.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

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

Description of MTW Activity: As a result of disposition, some households may become considered “over-housed” based on differences in the occupancy policies in the Public Housing and Section 8 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.

Anticipated Impacts: Ensure access to housing for families impacted by disposition.

Status Update: On Hold.

Reason Activity is on Hold: The activity is on hold until OHA completes additional public housing dispositions.

Reactivation Plan Update: The activity will be reactivated as needed when OHA initiates conversion of public housing units.

Implementation Timeline: The timeline for re-implementing this activity is impacted by external factors. Therefore, OHA will reactivate the activity on an as needed basis.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

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

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

Anticipated Impacts: Increase participants' knowledge and understanding of housing options available in the community and improve outcomes for households that receive a transfer voucher.

Status Update: On hold. If the disposition of the senior sites is approved, OHA will reinstate this activity to provide those resources again and the benchmark will be revised. Transfer voucher requests from previous dispositions are ongoing.

Reactivation Plan Update: The activity will be reactivated as needed when OHA initiates conversion of public housing units.

Implementation Timeline: The timeline for re-implementing this activity depends on the future disposition of public housing. Therefore, OHA will reactivate the activity on an as needed basis.

Changes or Modifications to Activity: OHA does not anticipate any changes or modifications to the activity in FY 2016.

MTW Activity #10-08: Redesign FSS Program

Description of MTW Activity: Redesign the Family Self Sufficiency (FSS) program building on best practices in the industry and, where applicable, working in tandem with other community-based programs and initiatives.

Anticipated Impacts: Increase participant enrollment in the program and improve outcomes by better matching program design with participant needs.

Status Update: OHA continues to keep this activity on hold. OHA plans to operate the FSS program under the regulations outlined in the associated Notice of Funding Availability (NOFA). OHA uses MTW Block Grant funds to supplement the funding received in the FSS program.

Reason Activity is on Hold: The redesign of the OHA FSS program is on hold until further guidance is provided regarding the consolidation of Public Housing and HCV FSS programs and until staff identifies the best methodology for incorporating new requirements with local needs. Staff will consider industry best practices to develop the appropriate model for OHA residents. OHA continues to operate the FSS program under regulations outlined in the associated Notice of Funding Availability.

Reactivation Plan Update: The redesigned FSS model may be revisited in FY 2017 after the necessary research and program planning is completed.

Implementation Timeline: The redesign of the OHA FSS program is on hold until at least FY 2017.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016. Upon reactivating this activity, OHA will submit proposed changes for review and approval.

MTW Activity #10-09: Waive 12-Month Minimum Stay Requirement in Converted PBVs

Description of MTW Activity: Waives the 12-month minimum stay requirement for existing tenants in units that have converted to PBV assistance as the result of an approved disposition. 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. This activity would allow residents that are in-place at the time of an approved disposition where the units are being converted to PBV assistance, to move at any time.

Anticipated Impacts: Ensure housing choices are available to residents impacted by disposition.

Status Update: On Hold.

Reason Activity is on Hold: This activity was originally approved as part of the FY 2010 MTW Annual Plan. It was intended to assist in the disposition of OHA's public housing scattered sites inventory to Section 8. Originally, those eligible public housing residents were to be converted to the Project-based Voucher (PBV) program and PBV participation requires an initial 12-month minimum stay before a family can move with continued assistance. It was later determined for those eligible families affected by the scattered site disposition to be issued Section 8 tenant protection vouchers. The tenant protection vouchers do not have a minimum stay requirement and as a result, this activity was never implemented.

Reactivation Plan Update: OHA plans to examine use of this activity for public housing sites approved for disposition. OHA has not begun implementation of this activity because no additional units have been approved for disposition. Should HUD approve the disposition application, OHA will revise the evaluation metrics for this activity.

Implementation Timeline: The implementation timeline for Activity #10-09 is subject to approval of public housing units for disposition.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

MTW Activity #09-02: Short-Term Subsidy Program

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

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

Status Update: On Hold.

Reason Activity is on Hold: This activity is subject to funding availability and applicable projects. OHA has determined that funding is not available to pursue this activity in FY 2016. However, OHA will consider activating the activity pending new opportunities in future fiscal years.

Reactivation Plan Update: OHA plans to reactivate this activity as needed. New projects will be thoroughly evaluated prior to making a new commitment. As OHA learns of new projects, it will reopen the activity and set new benchmarks.

Implementation Timeline: This activity may be reactivated on an as needed basis.

Changes or Modifications: OHA does not anticipate any changes or modifications to the activity in FY 2016.

D. Closed Out Activities

OHA does not propose to close out any activities in FY 2016.

Section V. Sources and Uses of Funding

The FY 2016 Sources and Uses reflects the agency vision for a capital expenditure plan to preserve OHA units for sustained occupancy. Recognizing that funding deficits with operating reserves is not a long-term solution, OHA has developed a Sources and Uses that sufficiently considers potential funding shortfalls. OHA has sufficient funds available that will be utilized in this fiscal year to support the approved budget request and projects and also maintain adequate operating reserve levels.

Note: Values in the tables in this section may be revised pending final approval of the FY 2016 budget.

A. Planned Sources and Uses of MTW Funds

1) Estimated Sources of MTW Funding for the Fiscal Year

Using MTW flexibility, OHA consolidates the Public Housing Operating Subsidy, the Capital Fund Program (CFP), which includes including Replacement Housing Factor (RHF) funds, and the Section 8 Housing Choice Voucher Block Grant program funding into a Single Fund Budget.

| Table 14: Estimated Sources of MTW Funding for the Fiscal Year | | |
|---|--|---------------|
| PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item. | | |
| Sources | | |
| FDS Line Item | FDS Line Item Name | Dollar Amount |
| 70500 (70300+70400) | Total Tenant Revenue | 4,104,670 |
| 70600 | HUD PHA Operating Grants | 219,252,762 |
| 70610 | Capital Grants | 6,417,360 |
| 70700 (70710+70720+70730+70740+70750) | Total Fee Revenue | 32,113,169 |
| 71100+72000 | Interest Income | - |
| 71600 | Gain or Loss on Sale of Capital Assets | - |
| 71200+71300+71310+71400+71500 | Other Income | 1,368,496 |
| 70000 | Total Revenue | 263,256,457 |

2) Estimated Uses of MTW Funding for the Fiscal Year

OHA plans to use its MTW budget to fund administrative expenses including costs associated with staff and HAP assistance. The Single Fund Budget will also fund resident services and local initiatives, including employment development and education initiatives. Additionally, OHA may sell former public housing properties and will use the proceeds from the sale in conformance with HUD regulations or the disposition approval requirements.

| Table 15: Estimated Uses of MTW Funding for the Fiscal Year | | |
|---|--|---------------|
| PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item. | | |
| Uses | | |
| FDS Line Item | FDS Line Item Name | Dollar Amount |
| 91000 | Total Operating - Administrative | 33,045,585 |
| 91300+91310+92000 | Management Fee Expense | |
| 91810 | Allocated Overhead | 18,815,610 |
| 92500 (92100+92200+92300+92400) | Total Tenant Services | 1,888,382 |
| 93000 (93100+93600+93200+93300+93400+93800) | Total Utilities | 1,769,113 |
| 93500+93700 | Labor | - |
| 94000 (94100+94200+94300+94500) | Total Ordinary Maintenance | 10,350,373 |
| 95000 (95100+95200+95300+95500) | Total Protective Services | 5,676,605 |
| 96100 (96110+96120+96130+96140) | Total Insurance Premiums | 2,535,010 |
| 96000 (96200+96210+96300+96400+96500+96600+96800) | Total Other General Expenses | 1,759,500 |
| 96700 (96710+96720+96730) | Total Interest Expense and Amortization Cost | - |
| 97100+97200 | Total Extraordinary Maintenance | 15,000 |
| 97300+97350 | Housing Assistance Payments + HAP Portability-In | 173,769,219 |
| 97500+97600+97700+97800 | All Other Expenses | |
| 90000 | Total Expenses | 249,624,397 |

B. Activities that Will Use Only MTW Single Fund Flexibility

OHA enables the single fund flexibility for the activities that enhance the housing services provided under the traditional program and to adequately address needs of the local community.

Through developing affordable housing, increasing resident capacity, and providing increased levels of security and public safety, OHA utilizes the single fund flexibility to extend the positive impact of MTW beyond housing. The OHA activities described below only rely on the single fund flexibility and no other MTW waiver or authorization.

- Preserving and Enhancing Our Housing Portfolio
 - OHA relies on the single-fund flexibility to fund public housing at levels which are comparable to Section 8 rents in the same vicinity. Providing additional income to public housing sites helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Additionally, OHA is investing in the restoration of its Project Based Section 8 portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard.
- Promoting Resident Empowerment and Self-Sufficiency
 - The Department of Family and Community Partnerships (FCP) was created under single-fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP also coordinates agency programs that involve partnerships with community serving agencies ranging from the City of Oakland to neighborhood non-profits. The flexibilities enabled by MTW allow OHA to broaden the impact of client services offered both in-house and in partnership with community-based service providers for both Public Housing and Section 8 residents.
 - In FY 2016, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative as well as making connections for residents to training and employment opportunities that build resident capacity and offer valuable skill-building opportunities that result in residents moving steps closer to self-sufficiency. Through the single fund budget, OHA will continue its work on data collection and family outreach with the Oakland Unified School District with a focus mitigating chronic absenteeism and improving academic achievement among OHA children. OHA also plans to use the single fund flexibility to proactively address training and employment development needs of residents in anticipation of upcoming long-term development projects like the development of the Oakland Army Base and the Oak to 9th/Brooklyn Basin project.
- Providing a Consistent Level of Security to Our Residents
 - It is of critical importance to OHA's management strategies to provide consistent and effective security, through both physical design and law enforcement, to our residents. Activities undertaken by the Oakland Housing Authority Police Department (OHAPD) are funded through the single-fund flexibilities. OHAPD provides community policing services that positively impact OHA sites and the surrounding neighborhoods, and the department protects program integrity by managing the Fraud Investigations Unit.
- Expansion of Affordable Housing Opportunities
 - OHA uses its single-fund flexibility to leverage additional funding for the development of new affordable housing. By using methods such as site

acquisition, predevelopment loans, and gap financing, OHA is able to invest in projects to expand the availability of new housing that is affordable to families at different rungs of the housing spectrum. OHA expects to use single-fund flexibility to continue investment in existing projects in the pipeline and to broaden assistance to possible development projects like 94th and International.

Table 16: Describe the Activities that Will Use Only MTW Single Fund Flexibility

OHA enables the single fund flexibility for the activities that enhance the housing services provided under the traditional program and to adequately address needs of the local community. Through developing affordable housing, increasing resident capacity, and providing increased levels of security and public safety, OHA utilizes the single fund flexibility to extend the positive impact of MTW beyond housing. The OHA activities described below only rely on the single fund flexibility and no other MTW waiver or authorization.

- Preserving and Enhancing Our Housing Portfolio
 - o OHA relies on the single-fund flexibility to fund public housing at levels which are comparable to Section 8 rents in the same vicinity. Providing additional income to public housing sites helps managers address deferred maintenance issues, improve the physical condition of the property, and cover increasing operating expenses without diminishing the level and quality of service provided to residents. Additionally, OHA is investing in the restoration of its Project Based Section 8 portfolio, upgrading both building systems and unit features to establish a healthier and more energy efficient standard.
- Promoting Resident Empowerment and Self-Sufficiency
 - o The Department of Family and Community Partnerships (FCP) was created under single-fund flexibility and provides information and referral services as well as other family supportive services to households served by OHA. FCP also coordinates agency programs that involve partnerships with community serving agencies ranging from the City of Oakland to neighborhood non-profits. The flexibilities enabled by MTW allow OHA to broaden the impact of client services offered both in-house and in partnership with community-based service providers for both Public Housing and Section 8 residents.
 - o In FY 2016, FCP will continue leveraging partnerships to improve education outcomes for school-aged children through OHA's Education Initiative as well as making connections for residents to training and employment opportunities that build resident capacity and offer valuable skill-building opportunities that result in residents moving steps closer to self-sufficiency. Through the single

C. Local Asset Management Plan

| Table 16: MTW Plan: Local Asset Management Plan | |
|---|--|
| Is the PHA allocating costs within statute? | <input type="checkbox"/> Yes or <input type="checkbox"/> |
| Is the PHA implementing a local asset management plan (LAMP)? | <input type="checkbox"/> or <input type="checkbox"/> No |
| <p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p> | |
| Has the PHA provided a LAMP in the appendix? | <input type="checkbox"/> or <input type="checkbox"/> No |
| <p>PHAs should provide a brief summary of any changes in the Local Asset Management Plan in the body of the Plan.</p> | |

Section VI. Administrative

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

The resolution and the MTW Annual Plan Certification of Compliance are included below.

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

On Motion of Commissioner: Tanya Pitts

Seconded by Commissioner: Lynette Jung Lee

And approved by the following vote:

AYES: Commissioners Castillo, Jung-Lee, Pitts, Hurd, Montgomery, Griggs Murphy,

NAYS: 0

ABSTAIN: 0

EXCUSED: Gregory Hartwig

ABSENT: 0

THE FOLLOWING RESOLUTION WAS ADOPTED:

NUMBER: 4615

**RESOLUTION ADOPTING THE FISCAL YEAR 2016 MOVING TO WORK
ANNUAL PLAN AND CERTIFICATIONS OF COMPLIANCE**

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

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

WHEREAS, the Fiscal Year (FY) 2016 MTW Annual Plan provides OHA residents, the public and HUD with baseline information on OHA programs, proposed and previously approved MTW activities, and a budget for FY 2016; and

WHEREAS, the FY 2016 MTW Annual Plan identifies the areas in which OHA intends to use its participation in MTW to explore and test new and innovative methods to reduce costs and achieve greater cost effectiveness, provide incentives for families with children to become economically self-sufficient, and increase housing choices for low-income families in Oakland; and

WHEREAS, the Oakland Housing Authority gathered resident and community input during a 30-day written comment period, Resident Advisory Board (RAB) meetings held on February 5, 2015 and March 5, 2015, and a Public Hearing held on February 23, 2015; and

WHEREAS, the FY 2016 MTW Annual Plan has been finalized after giving consideration to comments received from the members of the RAB and from the public; and

WHEREAS, the Board of Commissioners must adopt a FY 2016 MTW Annual Plan prior to submission to HUD; and

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

WHEREAS, the Certification states that the FY 2016 MTW Annual Plan will be carried out in compliance with all applicable MTW regulations and requirements of the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, the FY 2016 MTW Annual Plan is in compliance with all HUD regulations.

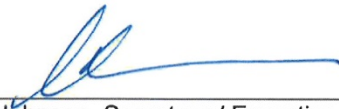
**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF
COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF
OAKLAND, CALIFORNIA;**

THAT, the Board of Commissioners adopts the FY 2016 MTW Annual Plan; and

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

THAT, the Executive Director, on behalf of the Authority, is hereby authorized to submit the FY 2016 MTW Annual Plan and Certifications of Compliance to the US Department of Housing and Urban Development, and to take all actions necessary to implement the foregoing resolution.

I certify that the foregoing resolution is a full, true and
correct copy of a resolution passed by the Commissioners of the Housing
Authority of the City of Oakland, California on March 23, 2015



Eric Johnson, Secretary / Executive Director

ADOPTED: March 23, 2015

RESOLUTION NO. 4615

**Annual Moving to Work Plan
Certifications of Compliance**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 7/1/2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

- 15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- 16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
- 17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- 18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

| | |
|---|--------------------|
| <u>Housing Authority of the City of Oakland, CA</u> | <u>CA003</u> |
| PHA Name | PHA Number/HA Code |

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

Gregory Hartwig
Name of Authorized Official

Chairman, OHA Board of Commissioners
Title


Signature

3/23/15
Date

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

| | | |
|---|---|---|
| Beginning of Public Comment Period | February 6, 2015 | |
| Notification sent to Community Partners | February 6, 2015 | |
| Public Notice Published in Oakland Tribune | February 18, 2015 | |
| Public Hearing at 1619 Harrison Street | February 23, 2015 | Total Number of Attendees = 0 |
| Resident Advisory Board Meetings | February 5, 2015 and March 5, 2015 | Total Number of Attendees February Meeting = 13 March Meeting = 19 |
| End of Public Comment Period | March 9, 2015 | |

C. Description of any planned or ongoing Agency-directed evaluations of the demonstration

Currently, OHA does not plan to use outside evaluators to measure MTW activities during FY 2016. Once the new business system is in place, OHA plans to solicit proposals from outside evaluators through a Request for Proposals (RFP) process to evaluate the proposed rent reform activities. OHA anticipates working with outside evaluators to begin a longitudinal study that will measure the impacts of the MTW activities from FY 2014 through FY 2019, one year past the expiration of the current MTW Agreement.

D. Annual Statement/Performance and Evaluation Report (HUD 50075.1)

The Annual Statement/Performance and Evaluation Report form HUD 50075.1 is included as an attachment.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 06/30/2017

| Part I: Summary | | Grant Type and Number | | FFY of Grant: 2015 | |
|---|--|--|----------------------|------------------------|---|
| PHA Name: OAKLAND HOUSING AUTHORITY | | Capital Fund Program Grant No: CA399003501 15 Replacement Housing Factor Grant No: Date of CFFP: | | FFY of Grant Approval: | |
| Type of Grant | | Reserve for Disasters/Emergencies | | | |
| <input type="checkbox"/> Original Annual Statement | | <input type="checkbox"/> Performance and Evaluation Report for Period Ending: | | | |
| <input type="checkbox"/> Summary by Development Account | | | | | |
| Line | | Original | Revised ¹ | Obligated | Total Actual Cost, ¹ Expended |
| 1 | Total non-CFP Funds | | | | |
| 2 | 1406 Operations (may not exceed 20% of line 21) ³ | | | | |
| 3 | 1408 Management Improvements | | | | |
| 4 | 1410 Administration (may not exceed 10% of line 21) | | | | |
| 5 | 1411 Audit | | | | |
| 6 | 1415 Liquidated Damages | | | | |
| 7 | 1430 Fees and Costs | | | | |
| 8 | 1440 Site Acquisition | | | | |
| 9 | 1450 Site Improvement | | | | |
| 10 | 1460 Dwelling Structures | | | | |
| 11 | 1465.1 Dwelling Equipment—Nonexpendable | | | | |
| 12 | 1470 Non-dwelling Structures | | | | |
| 13 | 1475 Non-dwelling Equipment | | | | |
| 14 | 1485 Demolition | | | | |
| 15 | 1492 Moving to Work Demonstration | | | | |
| 16 | 1495.1 Relocation Costs | \$2,947,369.00 | | | |
| 17 | 1499 Development Activities ⁴ | | | | |

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHIF funds shall be included here.

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 06/30/2017

| | | | |
|---|--|---|---|
| Part I: Summary | | FFY of Grant: 2015 | |
| PHA Name: OAKLAND HOUSING AUTHORITY | Grant Type and Number Capital Fund Program Grant No: CA39P00350115 Replacement Housing Factor Grant No: N/A Date of CFFP: | FFY of Grant Approval: | |
| Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Reserve for Disasters/Emergencies | | <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report | |
| Line | Summary by Development Account | Total Estimated Cost | Total Actual Cost ¹ |
| | | Original | Revised ² Obligated Expended |
| 18a | 1501 Collateralization or Debt Service paid by the PHA | | |
| 18ba | 9000 Collateralization or Debt Service paid Via System of Direct Payment | | |
| 19 | 1502 Contingency (may not exceed 8% of line 20) | | |
| 20 | Amount of Annual Grant: (sum of lines 2 - 19) | \$2,947,369.00 | |
| 21 | Amount of line 20 Related to LBP Activities | | |
| 22 | Amount of line 20 Related to Section 504 Activities | | |
| 23 | Amount of line 20 Related to Security - Soft Costs | | |
| 24 | Amount of line 20 Related to Security - Hard Costs | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | | |
| Signature of Executive Director | | Signature of Public Housing Director | |
| Date | | Date | |

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

| Part II: Supporting Pages | | Federal FFY of Grant: 2015 | | | | | | | | |
|---|--|--|--|----------------------------|----------|----------------------|----------------------|---------------------------------|--------------------------------|----------------|
| PHA Name: OAKLAND HOUSING AUTHORITY | | Grant Type and Number Capital Fund Program Grant No: CA39P003501 15 | | | | | | | | |
| Development Number Name/PHA-Wide Activities | | General Description of Major Work Categories | | Development Account No. | Quantity | Total Estimated Cost | | Total Actual Cost | | Status of Work |
| | | | | | | Original | Revised ¹ | Funds Obligated ² | Funds Expended ² | |
| N/A | | | | | | | | | | |
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¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

| Part I: Summary | | Grant Type and Number | FFY of Grant: 2015 |
|---|---|--|--------------------------------|
| PHA Name: OAKLAND HOUSING AUTHORITY | | Capital Fund Program Grant No: Replacement Housing Factor Grant No: CA39R003501 15 Date of CFFP: | FFY of Grant Approval: |
| Type of Grant | | | |
| <input checked="" type="checkbox"/> Original Annual Statement | | <input type="checkbox"/> Revised Annual Statement (revision no:) | |
| <input type="checkbox"/> Performance and Evaluation Report for Period Ending: | | <input type="checkbox"/> Final Performance and Evaluation Report | |
| Summary by Development Account | | Total Estimated Cost | Total Actual Cost ¹ |
| Line | Original | Revised ² | Expended |
| 1 | Total non-CFP Funds | | |
| 2 | 1406 Operations (may not exceed 20% of line 2.1) ³ | | |
| 3 | 1408 Management Improvements | | |
| 4 | 1410 Administration (may not exceed 10% of line 2.1) | | |
| 5 | 1411 Audit | | |
| 6 | 1415 Liquidated Damages | | |
| 7 | 1430 Fees and Costs | | |
| 8 | 1440 Site Acquisition | | |
| 9 | 1450 Site Improvement | | |
| 10 | 1460 Dwelling Structures | | |
| 11 | 1465.1 Dwelling Equipment—Nonexpendable | | |
| 12 | 1470 Non-dwelling Structures | | |
| 13 | 1475 Non-dwelling Equipment | | |
| 14 | 1485 Demolition | | |
| 15 | 1492 Moving to Work Demonstration | \$3,469,991.00 | |
| 16 | 1495.1 Relocation Costs | | |
| 17 | 1499 Development Activities ⁴ | | |

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

| | | | |
|---|---|---|--------------------------------|
| Part I: Summary | | FFY of Grant: 2015 | |
| PHA Name: OAKLAND HOUSING AUTHORITY | Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: CA39R003501 15 Date of CFFP: | FFY of Grant Approval: | |
| Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending: | | <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report | |
| Summary by Development Account | | Total Estimated Cost | Total Actual Cost ¹ |
| Line | Original | Revised ² | Obligated |
| 18a | 1501 Collateralization or Debt Service paid by the PHA | | Expended |
| 18ba | 9000 Collateralization or Debt Service paid Via System of Direct Payment | | |
| 19 | 1502 Contingency (may not exceed 8% of line 20) | | |
| 20 | Amount of Annual Grant:: (sum of lines 2 - 19) | \$3,469,991.00 | |
| 21 | Amount of line 20 Related to LBP Activities | | |
| 22 | Amount of line 20 Related to Section 504 Activities | | |
| 23 | Amount of line 20 Related to Security - Soft Costs | | |
| 24 | Amount of line 20 Related to Security - Hard Costs | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | | |
| Signature of Executive Director | | Signature of Public Housing Director | |
| Date | | Date | |

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFFP Grants for operations.
⁴ RHF funds shall be included here.

| Part II: Supporting Pages | | Federal FFY of Grant: 2015 | | | | | | |
|---|---|--|----------|----------------------|----------------------|---------------------------------|--------------------------------|----------------|
| PHA Name: OAKLAND HOUSING AUTHORITY | | Grant Type and Number Capital Fund Program Grant No: CFPP (Yes/ No): NO Replacement Housing Factor Grant No: CA39R003501 15 | | | | | | |
| Development Number Name/PHA-Wide Activities | General Description of Major Work Categories | Development Account No. | Quantity | Total Estimated Cost | | Total Actual Cost | | Status of Work |
| | | | | Original | Revised ¹ | Funds Obligated ² | Funds Expended ² | |
| N/A | | | | | | | | |
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¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
² To be completed for the Performance and Evaluation Report.

List of Appendices

Appendix A. Glossary of Acronyms

Appendix B. OHA's Planned Capital Fund Expenditures

Appendix C. Approved Project-Based Voucher Allocations

Appendix D. MTW Housing Inventory

Appendix E. Comments from the Resident Advisory Board

Appendix F. Evidence of Public Process

Appendix G: Updated Replacement Housing Factor Plan

APPENDIX A

Glossary of Acronyms

Glossary

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

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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OHA – Oakland Housing Authority.

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

PHA – Public Housing Authority.

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

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

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

SBHAP – Sponsor Based Housing Assistance Program.

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

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

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

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

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

APPENDIX B

OHA's Planned Capital Fund Expenditures

| FY 2016 Planned Capital Expenditures | | | | |
|--------------------------------------|--------------------|---|------------|----------------------------------|
| Public Housing | Development Name | Description of Work | # of Units | Projected Expenditure in FY 2016 |
| x | Palo Vista Gardens | elevator repair and security enhancements | 100 | \$650,000 |
| | Deep PBS8 | building and unit restoration and landscaping | 278 | \$2,022,520 |
| | East PBS8 | building and unit restoration and landscaping | 280 | \$3,272,520 |
| | Fruitvale PBS8 | building and unit restoration and landscaping | 272 | \$2,123,140 |
| | San Antonio PBS8 | building and unit restoration and landscaping | 243 | \$2,022,520 |
| | West PBS8 | building and unit restoration and landscaping | 242 | \$2,698,140 |
| | North PBS8 | building and unit restoration and landscaping | 239 | \$2,648,760 |
| Total MTW Funds \$ | | | | 15,437,600 |

* Values in this table may be revised pending final approval of the FY 2016 budget.

APPENDIX C

Approved Project-Based Voucher Allocations

| Project-Based Voucher Allocations as of July 1, 2015 | | | | |
|--|------------------------|----------------|---------------|--|
| Development Name | Date of Board Approval | # of PBV Units | Contract Date | Population Served |
| HAP contracts | | | | |
| Mandela Gateway | 2/12/2003 | 30 | 10/20/2004 | Low Income Families |
| Altenheim Senior Housing Phase I | 7/13/2005 | 23 | 1/1/2007 | Senior |
| Lion Creek Crossings II | 11/9/2005 | 18 | 7/3/2007 | Low Income Families |
| Madison Apartments | 7/13/2005 | 19 | 4/25/2008 | Low Income Families |
| Lion Creek Crossings III | 6/14/2006 | 16 | 6/25/2008 | Low Income Families |
| Seven Directions | 7/13/2005 | 18 | 9/12/2008 | Low Income Families |
| Orchards on Foothill | 6/14/2006 | 64 | 11/7/2008 | Senior |
| Fox Courts / Uptown Oakland | 12/3/2004 | 20 | 5/15/2009 | Low Income Families / Homeless with HIV/AIDS |
| Jack London Gateway - Phase II | 2/26/2007 | 60 | 6/5/2009 | Senior |
| 14 th St. Apartments at Central Station | 1/22/2007 | 20 | 11/25/2009 | Low Income Families |
| Tassafaronga Village Phase I | 2/25/2008 | 80 | 4/23/2010 | Low Income Families |
| Altenheim Senior Housing Phase II | 4/28/2008 | 40 | 4/5/2010 | Senior |
| Fairmount Apartments | 10/24/2008 | 16 | 3/8/2010 | Low Income Families / Persons with Disabilities |
| Tassafaronga Village Phase II | 7/21/2008 | 19 | 5/27/2010 | Low Income Families / Homeless with HIV/AIDS |
| *Harp Plaza (19) | 5/24/2010 | 18 | 8/1/2010 | Low Income Families |
| *Effie's House (10) | 5/4/2009 | 6 | 8/1/2010 | Low Income Families |
| *Drachma Housing (14) | 5/4/2009 | 11 | 12/1/2010 | Low Income Families / Mod Rehab Conversion |
| Foothill Family Partners | 6/28/2010 | 11 | 8/1/2011 | Low Income Families |
| St. Joseph's Senior Apts | 5/29/2007 | 83 | 8/22/2011 | Senior |
| *OHA Scattered Sites (1554) | 7/27/2009 | 711 | In Progress | Low Income Families / Public Housing Disposition |
| Lion Creek Crossings IV | 4/28/2008 | 10 | 1/13/2012 | Low Income Families |
| Savoy Phase 1 | 6/28/2010 | 55 | 2/14/2012 | Special Needs |
| *Hugh Taylor house (35) | 6/11/2011 | 28 | 5/8/2012 | Low Income Families / Mod Rehab Conversion |
| *Madison Park (96) | 6/11/2011 | 34 | 6/7/2012 | Low Income Families / Mod Rehab Conversion |
| Merritt Crossing Apts (6 th and Oak) | 5/4/2009 | 50 | 6/27/2012 | Senior |
| 720 E 11 th Street Apts (aka Clinton Commons) | 4/28/2008 | 16 | 10/2/2012 | Low Income Families / Homeless with HIV/AIDS |
| Harrison Street Senior Housing | 4/23/2007 | 11 | 11/15/2012 | Senior |
| Kenneth Henry Court | 4/11/2011 | 13 | 2/8/2013 | Low Income Families |
| California Hotel Phases 1 and 2 | 2/28/2011 | 88 | 3/1/2013 | Special Needs / Homeless / HIV/AIDS |
| James Lee Court | 10/25/2010 | 12 | 3/21/2013 | Low Income Families |
| Savoy Phase 2 | 6/28/2010 | 46 | 3/29/2013 | Special Needs / Homeless / HIV/AIDS |
| Slim Jenkins Court | 5/4/2009 | 11 | 5/8/2013 | Low Income Families |
| Oak Point Limited (OPLP) | 10/25/2010 | 15 | 5/30/2013 | Low Income Families |
| Drasnin Manor | 10/25/2010 | 25 | 6/27/2013 | Low Income Families |
| St. Joseph's Family Apts | 10/25/2010 | 15 | 12/3/2013 | Low Income Families |
| MacArthur Apts | 10/25/2010 | 14 | 10/13/2013 | Low Income Families |
| California Hotel Phase 3 | 2/28/2012 | 47 | 11/22/2013 | Special Needs / Homeless / HIV/AIDS |
| Lion Creek Crossings V | 10/17/2011 | 127 | 8/11/2014 | Senior |
| Cathedral Gardens | 5/23/2011 | 43 | 10/27/2014 | Low Income Families |
| Lakeside Senior Apartments | 1/23/2012 | 91 | 1/26/2015 | Senior |
| Marcus Garvey Commons | 4/11/2011 | 10 | 3/17/2015 | Low Income Families |
| Units under HAP Contract | | 2,044 | | |

| Conversion Projects | | | | |
|--|------------|--------------|-----------------------|---|
| *Harp Plaza (19) | 5/24/2010 | 1 | 8/1/2010 | Low Income Families |
| *Effie's House (10) | 5/4/2009 | 4 | 8/1/2010 | Low Income Families |
| *Drachma Housing (14) | 5/4/2009 | 3 | 12/1/2010 | Low Income Families / Mod Rehab Conversion |
| *OHA Scattered Sites (1554) | 7/27/2009 | 843 | In Progress | Low Income Families / Public Housing Disposition |
| *Hugh Taylor house (35) | 6/11/2011 | 7 | 5/8/2012 | Low Income Families / Mod Rehab Conversion |
| *Madison Park (96) | 6/11/2011 | 62 | 6/7/2012 | Low Income Families / Mod Rehab Conversion |
| Units under HAP that will convert to PBV at turnover* | | 920 | | |
| AHAP Contracts | | | | |
| MacArthur Transit Village | 2/28/2011 | 22 | <i>in development</i> | Low Income Families |
| 460 Grand | 3/16/2010 | 34 | <i>in development</i> | Low Income Families |
| 1701 Martin Luther King Jr. Way | 5/20/2013 | 25 | <i>in development</i> | Special Needs / Homeless / HIV/AIDS |
| 11th and Jackson | 11/30/2010 | 35 | <i>in development</i> | Low Income Families |
| Units under AHAP Contract | | 116 | | |
| Conditional Awards | | | | |
| Civic Center TOD | 7/22/2014 | 10 | <i>pending</i> | Special Needs / Homeless |
| 94th and International | 10/17/2011 | 14 | <i>pending</i> | Low Income Families |
| Redwood Hill Townhomes | 6/1/2015 | 11 | <i>pending</i> | Low Income Families/Special Needs |
| 3706 San Pablo Avenue | 6/1/2015 | 10 | <i>pending</i> | Low Income Families |
| Units with conditional award | | 45 | | |
| Total PBV Units Allocated | | 3,125 | | |
| * Conversion to PBV ongoing as units are currently occupied by HCV-assisted family | | | | |
| Shading indicates PBV units anticipated to be leased in FY 2016 | | | | |

APPENDIX D

MTW Housing Inventory

| FY 2016 MTW Housing Inventory (Section 8 and Section 9 only) | |
|---|--|
| | Beginning of FY 2016 July 1, 2015 |
| MTW PUBLIC HOUSING | |
| Large Family Sites | |
| Campbell Village* | 154 |
| Lockwood Gardens | 372 |
| Peralta Villa | <u>390</u> |
| | 916 |
| Designated Senior Sites* | |
| Harrison Towers | 101 |
| Adel Court | 30 |
| Oak Grove North | 77 |
| Oak Grove South | 75 |
| Palo Vista Gardens | <u>100</u> |
| | 383 |
| HOPE VI Sites* | |
| Linden Court | 38 |
| Mandela Gateway | 46 |
| Chestnut Court | 45 |
| Foothill Family Apts. | 21 |
| Lion Creek Crossings Phase 1 | 45 |
| Lion Creek Crossings Phase 2 | 54 |
| Lion Creek Crossings Phase 3 | 37 |
| Lion Creek Crossings Phase 4 | <u>21</u> |
| | 307 |
| TOTAL PUBLIC HOUSING | 1,606 |
| VOUCHER PROGRAM | |
| MTW | |
| General MTW HCV | 12,814 |
| TOTAL | 14,420 |

* managed by third-party property management firm

APPENDIX E

Comments from the Resident Advisory Board



Oakland Housing Authority

1619 Harrison Street • Board of Commissioners Room • 1st Floor • Oakland, CA • 94612

Resident Advisory Board Meeting
Thursday, February 5, 2015
5:00 p.m. – 7:00 p.m.

Agenda

- 5:00 p.m. - 5:15 p.m. Networking & Refreshments
- 5:15 p.m. - 5:25 p.m. Welcome, Introductions & Roll Call
- 5:25 p.m. - 5:35 p.m. OHAPD Grant Proposal for Campbell Village
- 5:35 p.m. - 6:10 p.m. OHA's FY 2015 – 2016 MTW Annual Plan Presentation
- 6:10 p.m. - 6:20 p.m. 2015 RAB Planning Update
- 6:20 p.m. - 6:30 p.m. RAB Member Acknowledgements
- 6:30 p.m. - 6:40 p.m. Commissioner's Announcements
- 6:40 p.m. - 6:50 p.m. Civic Engagement Announcements
- 6:50 p.m. - 7:00 p.m. Public Comment & Closing

RAB Mission Statement: To ensure that Public Housing Residents and Section 8 Participants of the Oakland Housing Authority actively participate in the decision making process regarding OHA policies and procedures, are actively engaged in their community and are building leadership skills.

Resident Advisory Board

Thursday, February 5, 2015

Meeting Minutes

RAB Members in Attendance: Joann Bernstine, Beverly Darensburg, Lillian Gibson, Jessifer Johnson, William Mayes, Sharon Montgomery, Sheliah Najeeullah, Dreena Rivera, Brenda Shepperd, Bettye Lou Wright

Guests: Rose Holman, Olivia Williams, Christina Dillard

Staff Members in Attendance: Hanan Albabtain (FCP), Nicole Thompson (FCP), Lenita Ellis (FCP), Shawn Johnson (FCP), Carel Duplessis (OHAPD), Eric Johnson (EO), Dominica Henderson (EO)

Welcome, Introductions, and Roll

Ms. Dreena Rivera welcomed everyone and reminded members and guests that the meeting will be recorded and to please speak into the microphone. She continued by conducting roll call and asked guests and staff for introductions and reviewed the agenda for the evening.

1. OHA's FY 2015 – 2016 MTW Annual Plan Discussion and Comments

Dominica Henderson

Making Transitions Work Plan

Bettye introduced Dominica Henderson, who did a presentation of an overview of the Oakland Housing Authority MTW (Making Transitions Work) Plan for fiscal year 2016. The plan proposes what we plan to do for the next fiscal year 2016 and a draft will be presented to RAB members. The plan illustrates what OHA does. In Section 1 - Intro of what OAH is and what we do; Section 2 - Description of general housing information; Section 3 - We propose activities; Section 4 - describe the activities already approved by HUD; Section 5 - is our sources and uses for the budget of the MTW program; and Section 6 - All appendices attached that provide information not required but helpful to the public.

The name, Making Transitions Work, is nationally referred to as Moving to Work but changed because seniors would not apply to this title. We are one of 39 agencies in the MTW programs nationwide. Our current agreement with HUD is through 2018, and hopefully we will get an extension through 2028. She also presented a slide which illustrated our housing portfolio, statutory objectives, and activities. No new activities were proposed for fiscal 2016 as we are focusing on the current activities already approved that have not been implemented yet. New activities being implemented for FY2016 are rent reform and modified utility allowance policy, which was mandated by Congress, and Alternative Re-certification schedules. Utility allowance changes will make allowances correlate to the size of family size instead of the unit size. Alternative Recertification schedules, will allow those on fixed incomes to re-certify tri-annually and those that are working to re-certify biannually. Section 4 covers sources and uses of funds (budget). There are 3 main sources of the money and under MTW we combine into one "Block Grant" which can be used for various improvements and services. We are in the process of making changes to Admissions and Continued Occupancy Policy which oversees and manages the public housing program and the Administrative Plan which guides us for Section 8 to incorporate current regulations. Tomorrow thru March 9 is the public comment period for the public to submit their comments on what we plan to do. After the 30-day comment period, we will go the board of

commissioners for approval and the public hearing is during the board meeting on February 23. On March 23, we will ask for the Board's approval to submit the plan to HUD. After March 23, we will submit the plan to HUD before the April 15 deadline.



Oakland Housing Authority

1619 Harrison Street • Board of Commissioners Room • 1st Floor • Oakland, CA • 94612

Resident Advisory Board Meeting
Thursday, March 5, 2015
5:00 p.m. – 6:30 p.m.

Agenda

- 5:00 p.m. - 5:10 p.m. Networking & Refreshments
- 5:10 p.m. - 5:20 p.m. Welcome, Introductions & Roll Call
- 5:20 p.m. - 5:45 p.m. OHA's FY 2015 – 2016 MTW Annual Plan Discussion and Comments
- 5:45 p.m. - 6:00 p.m. Review of Support Letter for the MTW Program
- 6:00 p.m. - 6:10 p.m. Commissioner's Announcements
- 6:10 p.m. - 6:20 p.m. Civic Engagement Announcements
- 6:20 p.m. - 6:30 p.m. Public Comment & Closing

RAB Mission Statement: To ensure that Public Housing Residents and Section 8 Participants of the Oakland Housing Authority actively participate in the decision making process regarding OHA policies and procedures, are actively engaged in their community and are building leadership skills.

Resident Advisory Board
Thursday, March 5, 2015
Meeting Minutes

RAB Members in Attendance: Joann Bernstine, Beverly Darensburg, Henry Flowers, Lillian Gibson, Jessica Johnson, Bernice Jordan, William Mayes, Commissioner Barbara Montgomery, Sharon Montgomery, Dreena Rivera, Joyce Whittington, Bettye Lou Wright

Guests: Rose Holman, Olivia Williams, Lillian Gibson, Mounira Mohamed, Latasha Wiley-Simmons, Danielle Mackey, Aeshah Clotney

Staff Members in Attendance: Nicole Thompson (FCP), José Romero (FCP), Shawn Johnson (FCP), Eric Johnson (EO), Julie Christianson (EO)

Welcome, Introductions, and Roll

Ms. Wright welcomed everyone and reminded members and guests that the meeting will be recorded and to please speak into the microphone. She continued by conducting roll call and asked guests and staff for introductions and reviewed the agenda for the evening.

1. OHA's FY 2015 – 2016 MTW Annual Plan Discussion and Comments

Ms. Julie Christiansen, Sr. Policy Analyst, spoke on behalf of Ms. Dominica Henderson, Director of Planning, Implementation and Strategy, and presented the proposed MTW plan for fiscal year 2016. Ms. Christiansen stated that the plan is currently on the OHA website for public comments which will end Monday, March 9, 2015. Ms. Christiansen discussed the proposed FY 2016 MTW Annual Plan and stated that only the Administration Continued Occupy Policy (ACOP) for the Public Housing Program and the Administrative Plan for the Housing Choice Voucher Program (HCV) also received changes to its policies and regulations. Changes in the plans included amending the language and definitions to the Violence Against Women's Act.

Ms. Christiansen explained that during Ms. Henderson's presentation, it was mentioned that under HUD, actual name of the MTW Program is Moving to Work yet OHA decided to rebrand the name of the program to Making Transitions Work so that it would be more inclusive of the OHA population. OHA runs on a fiscal year, from July 1 through June 30, so the plan includes activities to start July 1, 2015.

Ms. Christiansen proceeded with the presentation which outlined the FY 2016 MTW Annual Plan.

Q: Can you please explain what some of the acronyms mean? – Sharon Montgomery

A: Ms. Christiansen stated the following:

- MOMS: Maximizing Opportunities for Mothers to Succeed
- SBHAP: Sponsor Based Housing Assistance Program
- LHAP: Local Housing Assistance Program

Ms. Christiansen also explained that no new activities were proposed this year. Before OHA can implement a new activity, it must meet three statutory objectives:

1. Increase housing choices for low income families.
2. Provide incentives for families with children to become economically self-sufficient.
3. Reduce cost and achieve greater cost effectiveness.

Ms. Christiansen presented a table of approved and highlighted activities. There are three activities to be implemented in July of this year:

1. Modify utility allowance – control the allowance given to tenants
2. Alternative Recertification Schedule - how often you come in to meet with an agency representative to recalculate your rent if necessary.
3. Rent Reform Pilot – to see if we can simplify rent calculations

Q: Is there any noticeable difference in the makeup of Congress now that Republicans are in outstanding leadership positions and their attitudes toward public housing agencies from a year or two before? Democrats have been more favorable toward this traditional housing assistance structure than we are used to, but it seems like my republican friends have different approaches. So how is it going to look moving forward? I know we have an election coming up, but as of this moment, how are things looking? – Henry Flowers

A: It's an interesting question because we have this program. The MTW Program is supported by both sides of the aisle, but not 100%. The Republicans like it because it gives local control to PHAs. Democrats like it because it funds resident services and community development programs. As far as most of Congress being Republican, we are in a quagmire of nothing going on. The Republicans can't get anything passed when they control both parties so you're back to continued resolutions and nothing changing. With another election in 20 months, how do we survive the next 18 months? It will be a challenging year and a half until we get to the new elections. – Eric Johnson

Q: The dollars that this organization is operating on, what is the end of that funding stream? Is it this December 31st; is this July 1 of next year? – Henry Flowers

A: The federal calendar works from October 1 through September 30th, so we would run out of money October 1st. In 2013, when they didn't pass the federal budget and HUD was shut down, we didn't want to use reserve money, but we needed to make our Housing Assistance Payments. But OBM, the Office of Budget and Management, issued a notice stating that we are not allowed to handle any reserves, and we have to pull it out of the Line of Credit Control System (LOCCS). The problem with LOCCS is that it transfers money to our accounts and flipped the switch to give us money. We had the money available, but there were no federal employees available to flip the switch for us. If we were to get the money, it has to be out the door in three days. It got dicey by end of October because if we hadn't gotten someone to flip the switch by November 1st we would not have money to write HAP checks to pay our bills. We were ok through our December payment.

APPENDIX F

Evidence of Public Process

Oakland Tribune

1970 Broadway, Suite 100
Oakland, CA 94612
510-723-2850

Legal No. 0005410375

OAKLAND HOUSING AUTHORITY
ATTN: ACCOUNTS PAYABLE, 1619 HARRISON STREET
OAKLAND CA 94612

PROOF OF PUBLICATION FILE NO. Loren Morgan FY16 MTW ACOP

In the matter of

Oakland Tribune

The Oakland Tribune

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

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

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

2/18/2015

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

Dated: February 24, 2015



Public Notice Advertising Clerk

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Announcement and Notice of Public Hearing

The Oakland Housing Authority (OHA) has published the draft Fiscal Year (FY) 2016 Moving to Work (MTW) Annual Plan. Included in the MTW Annual Plan are changes to the Admissions and Continued Occupancy Policy (ACOP) for the Public Housing program and the Administrative Plan for the Housing Choice Voucher program. OHA will hold a public hearing on **February 23, 2015 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

Public Hearing Date: Monday, February 23, 2015
Time: 6:00 PM
Location: Commissioner's Room, 1619 Harrison Street, Oakland, CA 94612
Telephone: (510) 874-1512 or (510) 874-1517

In addition, written comments on the draft FY 2016 MTW Annual Plan, ACOP, or the Administrative Plan will be accepted through 4:30 PM on Monday, March 9, 2015. Written comments should be addressed to **Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612**, or may be submitted by email to dhenderson@oakha.org.

OHA's FY 2016 MTW Annual Plan is intended to provide information on OHA's programs and policies, including both approved and proposed MTW activities, operating budgets and capital investment plans.

Copies of the draft FY 2016 MTW Annual Plan can be found on the Oakland Housing Authority's web site at www.oakha.org or by calling (510) 874-1517.

Language translation services are available in 151 languages at all offices at no cost.
所有辦公地點都會免費提供151種的外語翻譯服務
Los servicios de traducción en 151 idiomas están disponibles en todas las oficinas sin ningún costo.
Chương trình thông dịch miễn phí cho tại 151 tiếng nói tại tất cả các văn phòng của chúng tôi.

To request interpretation services call (510) 874-1653, TDD number (510) 832-0633
DT #5410375, Feb. 18, 2015



Oakland Housing
Authority

February 6, 2015

Announcement and Notice of Public Hearing

The Oakland Housing Authority (OHA) has published the draft Fiscal Year (FY) 2016 Moving to Work (MTW) Annual Plan. Included in the MTW Annual Plan are changes to the Admissions and Continued Occupancy Policy (ACOP) for the Public Housing program and the Administrative Plan for the Housing Choice Voucher program. OHA will hold a public hearing on **February 23, 2015 at 6:00 PM** to hear public comments on the draft MTW Annual Plan. The public is invited to attend and provide comments.

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Location: Commissioner's Room, 1619 Harrison Street, Oakland, CA 94612

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

In addition, written comments on the draft FY 2016 MTW Annual Plan, ACOP, or the Administrative Plan will be accepted through 4:30 PM on Monday, March 9, 2015. Written comments should be addressed to Dominica Henderson, Executive Office, 1619 Harrison Street, Oakland, California, 94612, or may be submitted by email to dhenderson@oakha.org.

OHA's FY 2016 MTW Annual Plan is intended to provide information on OHA's programs and policies, including both approved and proposed MTW activities, operating budgets and capital investment plans.

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所有辦公地點都會免費提供151種的外語翻譯服務。

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

Chương trình thông dịch đầy đủ cho tới 151 tiếng nói miễn phí cho quý vị đang có tại nhiều văn phòng gần đây. To request interpretation services call (510) 874-1653. TDD number (510) 832-0633

Comments Received During Comment Period

During the January 26, 2015 Board of Commissioners meeting, a landlord expressed concerns both verbally and in writing regarding a review of a contract rent increase request and a late fee. A review of her questions was conducted and she received a response in writing on February 19, 2015 to her concerns. OHA has guidance regarding late fees for HAP payments in the Administrative Plan in 13-II.C per 24CFR 982.451(a)(5). The Administrative Plan also contains information on how comparability is established for rent increases in 8-III.C. The landlord also commented that OHA should include direction on how rent controlled units are handled in determining Fair Market Rents and that change has been included in the Administrative Plan.

On March 2, 2015, OHA received an anonymous voicemail during the Public Comment period. The caller expressed concern about the release of numerous incarcerated citizens that might be pedophiles or sex offenders and requested that these individuals be directed other neighboring communities to meet their affordable housing needs. In accordance with 24 CFR 5.856, OHA policy prohibits admission to federally assisted housing if any member of the household is subject to a lifetime registration under a State sex offender registration program.

APPENDIX G

Oakland Housing Authority Updated Replacement Housing Factor Plan

First Increment Funding

OHA has received first increment RHF funds as a result of the disposition of 87 public housing units at the former Tassafaronga site and 1,615 public housing units at scattered sites. OHA plans to utilize these RHF funds pursuant to Option 3 of OHA's MTW Agreement. OHA intends to combine RHF funds into the MTW Block Grant, accumulate the RHF grants for five years, and be eligible for subsequent Demolition or Disposition Transitional Funding (DDTF) funds. OHA has accumulated the RHF grants in order to have sufficient funds to develop new affordable housing units and has spent all funds prior to the CA39R003501-15 grant noted below.

The subject grants are:

| Grant Number | Amount | Project – Increment |
|---------------------------------------|---------------------|--|
| CA39R003501-11 | \$3,883,253 | Tassafaronga (87 units) – year 2 of 5 Scattered Sites (1,615 units) – year 1 of 5 |
| CA39R003501-12 | \$3,611,056 | Tassafaronga (87 units) – year 3 of 5 Scattered Sites (1,615 units) – year 2 of 5 |
| CA39R003501-13 | \$3,872,187 | Tassafaronga (87 units) – year 4 of 5 Scattered Sites (1,615 units) – year 3 of 5 |
| CA39R003501-14 | \$3,703,384 | Tassafaronga (87 units) – year 5 of 5 Scattered Sites (1,615 units) – year 4 of 5 |
| CA39R003501-15 | \$3,469,991 | Scattered Sites (1,615 units) – year 5 of 5 |
| <i>Total 1st Increment</i> | <i>\$18,593,871</i> | |

This funding will be used to fill gaps in financing as needed to develop affordable housing units at the following five sites that are currently owned by OHA and located in Oakland, California. OHA will ensure that the requisite number of affordable housing units required under the "Proportionality Test" will be developed. OHA has used RHF funds to develop up to 418 affordable housing rental units at development sites in the order that the sites are listed below:

1. Lion Creek Crossings Phase V (128 senior units) - complete
2. Lakeside Senior Apartments (92 senior units) - complete
3. Ave Vista (68 family units) – in progress
4. 1110 Jackson (71 family units) – in progress
5. 94th and International (59 units) – in progress

It is OHA's understanding from the information posted on the HUD Capital Fund webpage that the obligation end date for these funds will be April 12, 2017 and the disbursement end date will

be April 12, 2019. OHA will easily meet the newly established obligation and disbursement deadlines.