



Oakland Housing
Authority

MAKING TRANSITIONS WORK

ANNUAL PLAN
FISCAL YEAR 2010
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www.oakha.org

Oakland Housing Authority

FY 2010 MTW Annual Plan

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Oakland Housing Authority
Fiscal Year 2010 MTW Annual Plan

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Section I. Introduction

The OAKLAND HOUSING AUTHORITY (OHA) was established in 1938 to assure the availability of quality housing for low-income persons. OHA operates federally funded and other low-income housing programs and assists over 14,000 of Oakland's lowest-income families, elderly and persons with disabilities. The mission of the OHA is:

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

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

MTW Demonstration Program

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

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

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

- Reduce costs and achieve greater cost effectiveness in Federal expenditures;

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

The MTW Annual Plan

As an MTW Agency, OHA submits an MTW Annual Plan to HUD, the basic format of which is defined by the MTW Agreement. One of the significant changes between the original and the new agreement is the format of the Annual Plan and Annual Report. While OHA is not required to begin using the new format until Fiscal Year 2011, the Agency decided to start using the new format for Fiscal Year 2010.

OHA's MTW Annual Plan for fiscal Year 2010 is intended to provide residents, the public and HUD with information on OHA's programs and policies, including both approved and planned MTW activities and operating budgets and capital investment plans. The following provides a summary overview of the various sections of the FY 2010 Annual Plan:

Section I – Introduction

This section provides general information about the MTW Demonstration Program, an overview of OHA's participation in MTW, and a summary of the Annual Plan for FY 2010.

Section II – General Housing Authority Operating Information

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

Section III – Non-MTW Housing Authority Activities

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

Section IV – Long Term MTW Plan

This section provides an overview of OHA's long term vision for participation in the MTW Demonstration Program and a summary of policies the Agency plans to develop during FY 2010. Any policies developed during FY 2010 will be made available for residents, stakeholders and the general public to review and provide comments before adoption as an amended Annual Plan.

Section V – Proposed MTW Activities: HUD Approval Requested

This section includes information on the following proposed MTW activities:

1. Expansion of Service Enhanced Public Housing Opportunities
2. Extend Zero Assistance HAP Period From Six To 24 Months
3. Adopt Policy that Allows for allocating PBVs to 100 Percent of the Units in a Development

4. Execute PBV HAP Contracts for Non-Contiguous Scattered Site Buildings
5. Adopt Alternative System for Determining Initial Contract Rent for PBV Units Allocated to the Scattered Sites
6. Waive 12 Month Minimum Stay Requirement In PBV Rules For In-Place Families at Scattered Sites
7. Allow Landlord or Management Agent to Accept Lower HAP By Modifying PBV Rules For In-Place Families at Former Scattered Sites Public Housing Developments
8. Convert Incremental Section 8 Units into MTW Section 8 Block Grant
9. Local Housing Assistance Program
10. Relocation Assistance and Counseling Services Related to Scattered Site Disposition
11. Department of Resident Initiatives
12. Redesign Family Self Sufficiency (FSS) program

Section VI – Approved MTW Activities: HUD Approval Previously Granted

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

1. Fund public housing operations
2. Fund deferred maintenance and capital improvements at public housing sites
3. Tri-annual income re-examinations for elderly and disabled households on fixed incomes
4. Utilize site based wait lists
5. Income mixing at newly renovated public housing sites
6. Allocate PBV units to developments owned directly or indirectly by OHA without using a competitive process
7. Allocate PBV units utilizing existing competitive process
8. Exceed 25 percent per project cap for PBV units allocated to OHA's Tassafaronga development
9. Utilize alternative HQS inspection system

10. Fund affordable housing development activities

11. Short Term Subsidy Program

12. Good Neighbor Program

Section VII – Sources and Uses

This section includes summary budget information for FY 2010 including planned sources and uses for MTW and special purpose programs.

Section VIII – Administrative

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

Section II. General Housing Authority Operating Information

A. Housing Stock Information

Number of public housing units at beginning of year – The Oakland Housing Authority has 3,221 Public Housing units. (See Table 1 for a summary of OHA's public housing program).

Table 1 Inventory of OHA's Public Housing Units		Total Units
Large Family and Mixed Population Sites		
Campbell Village		154
Peralta Villa		390
Lockwood Gardens		372
	Subtotal	916
Designated Senior Developments		
Palo Vista Gardens		100
1619 Harrison		101
Oak Grove North		77
Oak Grove South		75
Adel Court		30
	Subtotal	383
Scattered Sites		1,615
HOPE VI Sites		
Chestnut Court		45
Linden Court		38
Mandela Gateway		46
Foothill Family Apts.		21
Lion Creek Crossings (Phases 1, 2, 3)		136
Lion Creek Crossings (Phase 4 in development)		21
	Sub-Total	307
	Total	3,221

General description of any planned significant capital expenditures by development – Planned capital expenditures for FY 2010 by Asset Management Property are outlined in Table 2 below.

OHA plans to expend capital funds to address deferred maintenance, Section 504 requirements and Housing Quality Standards at the scattered sites approved for disposition. The expenditure of capital funds for these activities would continue prior to, during and post disposition to Project Based Voucher units. Funds received from the American Recovery and Reinvestment Act (ARRA) are not eligible for inclusion in the MTW program and will not be used for capital projects on the scattered sites approved for disposition. The FY 2009 MTW Annual Plan included \$25 Million for

capital projects / real estate acquisition using MTW Funds. To the extent that those activities were not completed by the end of FY 2009, they may extend into FY 2010.

Table 2 - Capital Expenditures Plan for FY 2010		
Project	Projected FY 2010 Expenditures	Source of Funds
OAK GROVE Elevators & Security	\$500,000	CFP 2008
ACCESSIBLES UNITS	\$1,000,000	CFP 2008
Lockwood Moisture Barrier Project	\$400,000	CFP 2008
Sub-Total CFP 2008	\$1,900,000	
Authority Wide Mgmt Improvements	\$377,143	CFP 2009
CID Salary & Benefits	\$488,529	CFP 2009
Inspection Costs	\$421,416	CFP 2009
Capital Improvements On Demand	\$209,512	CFP 2009
Commissioners Room	\$323,400	CFP 2009
AMP 7 Palo Vista Community Building	\$70,000	CFP 2009
AMP 109 Scattered Sites Roofs	\$329,160	CFP 2009
AMP 110 Scattered Sites Roofs	\$447,535	CFP 2009
AMP 111 Scattered Sites Roofs	\$184,000	CFP 2009
AMP 112 Scattered Sites Roofs	\$210,000	CFP 2009
AMP 113 Scattered Sites Roofs	\$169,890	CFP 2009
AMP 114 Scattered Sites Roofs	\$126,690	CFP 2009
AMP 4 Lockwood Gardens Minor Rehab	\$274,000	CFP 2009
AMP 109 Scattered Sites Minor Rehab	\$561,450	CFP 2009
AMP 110 Scattered Sites Minor Rehab	\$425,455	CFP 2009
AMP 111 Scattered Sites Minor Rehab	\$590,000	CFP 2009
AMP 112 Scattered Sites Minor Rehab	\$665,000	CFP 2009
AMP 113 Scattered Sites Minor Rehab	\$330,000	CFP 2009
AMP 114 Scattered Sites Minor Rehab	\$116,820	CFP 2009
Sub-Total CFP 2009	\$6,320,000	
AMP 101 Harrison Towers Restoration	\$350,000	CFP 2009 Recovery Act
AMP 102 Adell Court Restoration	\$600,000	CFP 2009 Recovery Act
AMP 103 Campbell Village Restoration	\$480,000	CFP 2009 Recovery Act
AMP 104 Lockwood Restoration	\$1,650,000	CFP 2009 Recovery Act
AMP 105/106 Oak Grove Elevators	\$500,000	CFP 2009 Recovery Act
AMP 105/106 Oak Grove Generators	\$70,000	CFP 2009 Recovery Act
AMP 107 Palo Vista Restoration	\$4,300,000	CFP 2009 Recovery Act
AMP 108 Peralta Restoration	\$1,500,000	CFP 2009 Recovery Act
Security Enhancement Service Center & All Sites as Assessed	\$250,000	CFP 2009 Recovery Act
Administrative (1410)	\$875,376	CFP 2009 Recovery Act
Sub-Total CFP Recovery Act	\$10,575,376	
Lion Creek Crossing Infrastructure & Park	\$400,000	MTW Funds
Tassafaronga Village	\$1,006,180	MTW Funds
Lion Creek Crossing	\$1,408,239	MTW Funds
Sub-Total MTW Reserves	\$2,814,419	
Grand Total	\$21,609,795	

Number of Public Housing Units to be added – OHA does not anticipate adding any public housing units during FY 2010. Phase 4 of Lion Creek Crossings, which includes 21 replacement public housing units, is currently under development. OHA expects to complete environmental clean-up and, depending on the status of the

financial markets, secure funding during FY 2010. Lease up is anticipated for the last quarter of FY 2011.

Number of public housing units to be removed from the inventory during the year by development specifying the justification for removal – OHA operates 1,615 scattered public housing units at 254 sites. Because of the high cost of management and maintenance associated with a scattered site portfolio and the more than a decade of funding shortfalls in the Public Housing Program, OHA submitted an application to HUD for disposition of the entire scattered site portfolio. OHA’s application for disposition was made contingent on receipt of Section 8 tenant replacement vouchers. The disposition was approved in early March of 2009. OHA submitted an application for 1,615 Tenant Protection Vouchers on March 6, 2009. The application is currently pending. At this time it is uncertain when and how many Section 8 tenant protection vouchers OHA may receive before or during FY 2010. For purposes of planning, OHA estimates that it will receive all 1,615 tenant protection vouchers and proceed with removing all 1,615 scattered site units from the Public Housing Program during FY 2010.

Number of MTW HCV units authorized – OHA has 10,958 authorized Housing Choice Voucher units in the MTW program. This number includes 100 Tenant Protection Vouchers that are expected to be converted into MTW units. (See Table 3 below for a summary of OHA’s HCV program).

Number of non-MTW HCV authorized – OHA’s non-MTW HCV units include 516 Section 8 Mod Rehab Vouchers and 175 Section 8 Mainstream Vouchers. (See Table 3 below for a summary of OHA’s HCV program).

Table 3	
Inventory of OHA's Housing Choice Voucher Units	
MTW HCV Units	10,958
Non-MTW HCV Units	
Section 8 Mod Rehab	516
Section 8 Mainstream Program	175
Sub-total	691
Total HCV Units	11,649

Number of HCV units to be project based including description of each separate project – The OHA Board of Commissioners has approved allocating up to 1,000 of the current MTW HCV units for project based assistance. To date, OHA has executed HAP contracts for 587 PBV units. In addition, OHA has applied for 1,615 Tenant Protection Vouchers for the Scattered Site Public Housing units approved for disposition. Consistent with the approved disposition plan that stipulates that OHA convey the scattered sites to an affiliate with the Project-Based Section 8 resource, OHA will increase the number of Project Based Vouchers by the number of Tenant

Protection Vouchers received from HUD. (See Table 4 for an overview of OHA's PBV allocations).

Table 4 Approved PBV Allocations				
Development Name	Date of Board Approval	# of PBV Units	Contract Date	Project Description
Mandela Gateway	2/12/2003	30	10/20/2004	Low Income Families
Fox Courts / Uptown Oakland	12/3/2004	20	In Dev.	Low Income Families / Homeless with HIV/AIDS
Altenheim Senior Housing Phase I	7/13/2005	23	1/1/2007	Senior
Madison Apartments	7/13/2005	19	4/25/2008	Low Income Families
Seven Directions	7/13/2005	18	9/12/2008	Low Income Families
Lion Creek Crossings II	11/9/2005	18	7/3/2007	Low Income Families
Lion Creek Crossings III	6/14/2006	20	6/25/2008	Low Income Families
Altenheim Senior Housing Phase II	6/14/2006	20	In Dev.	Senior
Orchards on Foothill	6/14/2006	64	11/7/2008	Senior
Jack London Gateway	6/14/2006	13	In Dev.	Senior
Foothill Plaza	6/14/2006	13	In Dev.	Low Income Families
14 th St Apartments at Central Station	1/22/2007	20	In Dev.	Low Income Families
Jack London Gateway	2/26/2007	47	In Dev.	Senior
Harrison & 17 th Senior Housing	5/29/2007	18	In Dev.	Senior
St. Joseph's Senior Apartments	5/29/2007	83	In Dev.	Senior
Tassafaronga Village Phase I	2/25/2008	87	In Dev.	Low Income Families
Altenheim Senior Housing Phase II	4/28/2008	20	In Dev.	Senior
Fairmount Apts.	4/28/2008	11	In Dev.	Low Income Families / Persons with Disabilities
720 East 11 th Street	4/28/2008	16	In Dev.	Low Income Families / Persons with Disabilities
Lion Creek Crossings Phase IV	4/28/2008	10	In Dev.	Low Income Families
Tassafaronga Village Phase II	7/21/2008	12	In Dev.	Persons with Disabilities
Fairmount Apts. (Supplementary)	10/24/2008	5	In Dev.	Low Income Families / Persons with Disabilities
Current PBV Unit Total		587		

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

Anticipated total number of MTW PH units leased in the Plan year – OHA estimates that it will have 1,415 MTW Public Housing units leased up at the end of FY 2010. Due to continued rehabilitation of distressed units that have experienced forty years of deferred maintenance, OHA does not anticipate an increase in the current lease up rates in the coming year. (See Table 5 for a breakdown of the estimated number of Public Housing units leased up at the end of FY 2010).

Table 5	
Anticipated Total PH Units Leased	
Category	Units
Total PH Units at Start of FY 2010	3,221
HOPE VI Units in Development	(21)
Scattered Site Units Planned for Disposition	(1,615)
Vacant Units Off-line for Rehabilitation	(140)
Routine Vacancies	(30)
Total PH Units Leased as of 6/30/10	1,415

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

Anticipated total number of MTW HCV leased in the Plan year – OHA estimates that it will have between 98 and 100 percent of the MTW HCV leased up at the end of FY 2010.

Anticipated total number of non-HCV leased in the Plan year – OHA estimates that it will have 97 percent of the non-MTW HCV leased up at the end of FY 2010.

Description of anticipated issues relating to any potential difficulties in leasing units (both PH and HCV) – During FY 2010, OHA will be engaged in a number of ambitious reorganization and program changes in place that might have an impact on the Agency’s ability to lease units in both programs. These include the ongoing conversion to asset based management, the increased use of third party property management companies, the implementation of site based wait lists and the planned disposition of the scattered sites public housing units.

Number of PBV units in use at the start of the Plan year – 268 PBV units will be in use at the start of FY 2010.

C. Wait List Information

Public Housing Wait Lists – OHA expects to purge the existing centralized wait list for the Public Housing Program in the second quarter of FY 2010 and transition to

site based wait lists organized by AMP. OHA may pull from the HCV wait list after conversion in order to fill large units.

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

Section III. Non-MTW Activities

This section provides information about OHA's non-MTW activities.

Management of six AMPs by third party property management firms – In January of 2009, the OHA Board of Commissioners approved the selection of professional property management companies to manage six of the Agencies properties. These contracts will be in effect by July 1, 2009 at the following sites:

Senior Developments:

- Oak Grove North
- Oak Grove South
- Palo Vista
- Adel Court
- Harrison Towers

Family and Mixed Population Housing Developments:

- Campbell Village

Local Preference in the HCV program for households displaced due to government action – OHA will develop a set of preferences and priorities in the HCV Program for households involuntarily displaced from affordable housing in Oakland due to government action or as a result of project financial difficulties that threaten the imminent loss of the affordable unit. In these circumstances, OHA may admit families that are not currently on the wait list, or without considering the family's location on the wait list.

Section IV. Long-term MTW Plan

This section includes information on OHA's long-term goals as an MTW agency as well information about new programs and policies that that Agency anticipates developing during FY 2010.

A. OHA's long-term MTW goals

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

1. Preserving and Enhancing the Public Housing Portfolio
OHA has made a long term commitment to use MTW authority to preserve and enhance its portfolio of Public Housing units through a combination of enhanced operations and an aggressive effort to address deferred maintenance and improve physical conditions.
2. Preserving and Expanding Affordable Housing opportunities
OHA's participation in the MTW Program has allowed the Authority to preserve affordable housing resources and expand housing opportunities through real estate development, site acquisition, partnerships with non-profit developers and active coordination with the City of Oakland. These brick and mortar strategies will be complemented by new innovative subsidy programs designed to meet local needs and initiatives.
3. Promoting Resident Empowerment and Self Sufficiency
The long term success for many of OHA's clients requires a level of support beyond simply housing. MTW allows OHA to enhance the quality and reach of client services provided both in-house and in partnership with community based service providers, many of which are experts in their respective fields.

B. Programs and policies OHA anticipates developing in FY 2010

During FY 2010, OHA anticipates developing a number of new policies and programs. Any new policies or programs will be made available for residents, stakeholders and the general public to review and provide comments before adoption. The programs and policies include the following:

1. Tri-Annual Income Reexaminations
The establishment of a tri-annual income reexamination schedule for all households that are not elderly or disabled and on a fixed income. Annual rent increases between scheduled tri-annual reexaminations would be indexed to a published index that reflects changes in income or cost of living.
2. Calculation of Asset Income
Adopt new policy that excludes a higher amount of asset income from rent calculations.
3. Deductions for Unreimbursed Medical/Disability and Childcare Expenses
Adopt changes to the calculation of deductions for unreimbursed medical/disability and childcare expenses to streamline the calculation and administration of the benefit.

4. Earned Income Disallowance (EID)
Redesign the Earned Income Disallowance (EID) benefit so that it is tied to specific outcomes for those receiving the benefit.

5. Transfer Voucher Privileges for Public Housing Residents
As part of an effort to standardize benefits and policies and procedures between the Public Housing and Section 8 programs, OHA will explore developing a new policy that allows Public Housing residents the ability to request a transfer voucher similar to the rules under the Project Based Voucher Program.

6. Standardize Policies and Procedures
As part of an effort to streamline functions, reduce administrative costs, expand housing choice and improved client's understanding of program benefits, OHA will explore how the Public Housing and Section 8 programs can be run as "One Program".

Section V. Proposed MTW Activities (HUD Approval Requested)

This section includes summary information on proposed Moving to Work activities for which the Oakland Housing Authority is requesting HUD approval. Table 6, beginning on Page 18, includes information on the relationship between the proposed activities and each of the statutory objectives as well as detailed information on measurements and impacts.

1. Expansion of Service Enhanced Public Housing Opportunities

OHA currently operates the Maximizing Opportunities for Mothers to Succeed (MOMS) Program, which provides 11 units of service enhanced housing for women leaving the county jail system and reuniting with their children. The program is run in collaboration with the Alameda County Sheriffs Department and graduates of the program are offered the option to transfer into OHA's other Public Housing units. As part of an effort to expand service enhanced housing programs, OHA will increase its allocation of resources to the Mom's Program to improve outcomes and address reductions at the partner agency. OHA's efforts will focus on expanding the day-to-day coordination of the program including a pre-release orientation and training as well as the delivery of on-site services. The changes are expected to improve outcomes for participants and reduce vacancies. OHA will also explore opportunities to expand and replicate the program at other sites.

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

As part of an effort to increase the success of households becoming economically self sufficient, OHA will adopt a new policy that extends the period that a household may remain on the Section 8 HCV program while receiving zero assistance. By lengthening the period from six to 24 months, OHA expects to provide an additional level of security and confidence for participants working to increase wage income and possibly eliminate the incentive to leave employment or reduce hours. There is some evidence that households approaching the six month period of zero assistance either adopt to reduce income or lose employment so as not to lose their Section 8 HCV assistance. The new policy would remove the choice between becoming more self sufficient and maintaining housing assistance for those households making the transition from assistance to self sufficiency.

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

OHA will adopt policies that allow for allocating PBV units to 100 percent of a development. This new policy will allow OHA to leverage additional housing development funds, expand opportunities to provide service enriched housing, support tax credit senior developments that use 55 years of age as the definition of senior, and ensure project feasibility in Oakland's high cost market. The policy change will increase housing choices for low income households.

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

Using MTW authority, OHA will execute HAP contracts for non-contiguous groupings of scattered site buildings. OHA's scattered site portfolio consists of 254 developments with 336 buildings containing 1,615 units. Currently these units are divided into 6 Asset Management Properties. This policy would eliminate the requirement that HAP contracts must be assigned to developments comprised of contiguous buildings. Under this policy, OHA will enter into HAP contracts by AMP or other logical grouping of non-contiguous buildings instead of 254 contracts by development. This change will lead to a reduction in staff time and administrative costs associated with preparing, executing and managing the HAP contracts for the former scattered site portfolio.

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

Utilizing MTW authority, OHA will set initial contract rents for the PBV units allocated to the scattered sites using a comparability analysis or market study certified by an independent agency that has been approved to determine rent reasonableness for OHA-owned units. This change would replace the requirement to use a state certified appraiser. The available rental market data is well suited for establishing initial contract rents in this portfolio of small buildings and does not warrant the costs associated with using a state certified appraiser. The policy would lead to a significant reduction in costs associated with establishing initial rents.

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

Using MTW authority, OHA will offer existing tenants in scattered site units that receive PBV assistance the option to relocate using a tenant transfer voucher. Existing tenants will not be required to stay in their unit for 12 months after conversion to PBV assistance to receive the tenant transfer voucher. This policy will increase housing choice and provide additional resources for families with children to become self sufficient.

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

After the disposition and conversion of OHA's portfolio of scattered site Public Housing units to PBV units, some in-place families may either chose to stay or be unsuccessful using a transfer voucher. In addition, some of these families might be over-housed. Using MTW authority, OHA would provide the owner of the scattered site units with the option to accept a lower HAP based on the family unit size not the number of bedrooms in the unit they are currently occupying. This policy will ensure that households that remain in the scattered sites after disposition, and who are over-housed, have access to housing assistance.

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

OHA will convert new vouchers added to OHA's inventory into the MTW Block Grant program to maintain maximum flexibility and reduce costs associated with running two sizable programs with different program requirements. Taking advantage of the authorization immediately after receipt of new vouchers will give OHA additional

flexibility when providing project based assistance to scattered site units after disposition.

9. Local Housing Assistance Program

Using MTW flexibility to provide housing assistance outside of the Section 8 and Section 9 (Public Housing) programs, OHA will develop an MTW Local Housing Assistance Program (LHAP) for hard-to-house clients. The new program will allow OHA to leverage additional funding resources and program expertise in the community to directly assist low income households who otherwise might not qualify or be successful in either Public Housing or the Section 8 Program. LHAP might be used either in OHA-owned housing or provided directly to a service provider. The program may serve as an interim step before receiving Section 8 or Public Housing assistance.

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

Using Single Fund Flexibility, OHA will provide counseling and relocation assistance to impacted Public Housing residents in the scattered sites approved for disposition. This assistance will be provided per the approved disposition plan and adopted relocation plan. Although no Public Housing resident will be required to relocate as a result of the disposition, the assistance and services will help residents identify new housing options, improve outcomes for those households that want to use a transfer voucher and support self sufficiency activities. OHA estimates that it will conduct approximately 45 group briefings, provide one-on-one counseling sessions to 1,000 families and assist over 500 households with actual moves as part of the disposition process.

11. Department of Resident Initiatives

Using Single Fund Flexibility, OHA will enhance the coordination and delivery of services to clients across all programs through the creation of a new Department of Resident Initiatives. The new department will initially be charged with re-designing the Agency's client services including case management, marketing and outreach, employment services (including Section 3), improving access to community based services, and the performance of program evaluation and assessment. Where possible, OHA will leverage existing expertise and resources in the community through partnerships with social service agencies, education and training programs and non-profit agencies.

12. Redesign Family Self Sufficiency (FSS) program

OHA will build on the flexibility provided by the MTW Program to redesign and enhance the FSS program so that it builds on best practices, and where applicable, works in tandem with other community based programs and initiatives. Changes would be coordinated through the new Department of Resident Initiatives with an initial focus on expanding services to HCV participants. The goals for the redesigned program include increased enrollment and improve outcomes by better matching program design with participant needs. The changes will provide new incentive for families with children to become economically self sufficient.

Table 6 – Proposed MTW Activities: HUD Approval Requested

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

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
<p>2. Extend From Six To 24 Months the Period Of Time That HCV Participant May Receive Zero Assistance Before Being Terminated From Program.</p>	<p>Current policy allows HCV participants six months of zero HAP before they are terminated from the program. The new policy would allow HCV participants 24 months of zero HAP before losing assistance. Clients receiving zero HAP will be referred to Client Services Program.</p>	<p>Provide incentives for families with children to become economically self sufficient</p>	<p>Change would remove the choice between efforts to become more self sufficient and housing assistance. Remove incentive to lose employment or reduce sources of income to maintain housing assistance. Encourage employment and provide additional security and confidence for participants trying to increase their wage income.</p>	<p><u>Baseline</u> – Number of participants who receive notice of zero HAP and subsequently report loss of income <u>Benchmark</u> – Full evaluation will require a 24 month period. Reduction in number of households losing employment or reporting loss of income at 6 months of zero HAP. Increase in incomes of households after 12 months of zero HAP.</p>	<p>Track number and status of households receiving zero HAP</p>	<p><u>Operational Policies and Procedures</u> Attachment C – Section D.1.b Section D.3.a</p>	<p>N/A</p>

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

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
<p>4. Execute HAP Contracts by Non-Contiguous Scattered Site Buildings</p>	<p>OHA's scattered site portfolio consists of 254 developments with 336 buildings containing 1,615 units. Currently these units divided into 6 Asset Management Properties. This policy would eliminate requirement that HAP contracts are limited to developments comprised of contiguous buildings. OHA will use its MTW authority to enter into 6 HAP contracts by AMP instead of 254 contracts by development.</p>	<p>Reduce costs and achieve greater cost effectiveness</p>	<p>Reduction in the staff time and administrative costs associated with preparing, executing and managing the HAP contracts for the former scattered site portfolio.</p>	<p><u>Baseline</u> – Requirement to execute 254 separate HAP contracts prior to adoption of new policy. Administrative time required to execute HAP contract.</p> <p><u>Benchmarks</u> – Ability to execute contracts by non-contiguous developments 6 AMPs using MTW authority. Approximate 75 percent reduction in time required to execute HAP contract by unit.</p>	<p>Number of HAP contracts executed vs. number required without MTW authority. Time required to execute HAP contracts for scattered sites</p>	<p><u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7</p> <p><u>Operational Policies and Procedures</u> Attachment C – Section D.1.a</p>	<p>N/A</p>

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Related to Rent Reform)
5. Adopt Alternative System to Determine Initial Contract Rent for PBV Units Allocated to Scattered Site Developments	Utilizing MTW authority, initial contract rent will be determined using comparability analysis or market study certified by an independent agency approved to determine rent reasonableness for OHA-owned units. This would replace the requirement to use a state certified appraiser. Available data base is well suited for establishing initial contract rents in this existing portfolio of small building and does not warrant the costs associated with using a state certified inspector.	Reduce costs and achieve greater cost effectiveness	Significant reduction in cost associated with establishing reasonable rents.	<u>Baseline</u> – Per unit cost to utilize a state certified inspector to perform comparability analysis or market study <u>Benchmarks</u> – A 75 per unit savings to perform comparability analysis or market study certified by an independent agency.	Data on number of units certified, per unit costs for state certified inspectors, cost of services performed by authorized entities, and staff time allocated to establishing initial rent levels and	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7 <u>Rent Policies and Term Limits</u> Attachment C – Section D.2	N/A
6. Waive 12 Month Minimum Stay Requirement In PBV Rules For In-Place Families At Scattered Sites	Using MTW authority, OHA will offer existing tenants in scattered site units that receive PBV assistance the option to relocate using a tenant transfer voucher. Existing tenants will not be required to stay in their unit for 12 months after conversion to PBV assistance to receive the tenant transfer voucher.	Provide incentives for families with children to become economically self sufficient Increase housing choice	Policy change would provide incentives for families to become self sufficient. It would also increase housing choice for families that have had relatively limited choices under the Public Housing program.	<u>Baseline</u> – Number of households eligible for transfer voucher without adoption of policy <u>Benchmarks</u> – It is estimated that approximately 500 in-place families will request a transfer voucher	Data on the number of households that utilize a transfer voucher	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7	N/A

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

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

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

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

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

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

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

The MTW activities listed below have already received HUD approval. Table 7, beginning on Page 31, provides information on the relationship between the ongoing activities and each of the statutory objectives as well as detailed information on measurements and impacts.

1. Fund Public Housing Operations

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

- Plan Year Policy First Adopted: FY 2005
- Update on Status of Activity: Ongoing. FY 2010 uses an allocation model similar to PBV to fund the Public Housing Program
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

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

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

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

3. Tri-Annual Income Re-Examinations for Elderly and Disabled Households on Fixed Incomes

Utilize a tri-annual income reexamination with annual rent adjustments based on published COLA's for elderly and disabled households receiving Social Security and SSI.

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

4. Site Based Wait Lists

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

- Plan Year Policy First Adopted: FY 2006

- Update on Status of Activity: Currently site based wait lists are in place at three Public Housing senior sites, all of the five HOPE VI sites and developments with PBV units. OHA expects to expand the use of site based wait lists in the Public Housing Program. The existing centralized wait list for the Public Housing Program will be purged in the second quarter of FY 2010 and OHA will then begin to transition to site based wait lists organized by AMP.
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

5. Income Mixing at Newly Renovated Public Housing Sites

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

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

6. Allocate PBV Units without Using Competitive Process

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

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

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

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

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

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

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

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

9. Utilize Alternative HQS Inspection System

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

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

10. Fund Affordable Housing Development Activities

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

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

11. Short Term Subsidy Program

Utilize MTW flexibility to provide temporary subsidy funding to buildings 1) that were developed with assistance from the City of Oakland, 2) where there is a risk of an imminent threat of displacement of low income households, and 3) where it can be reasonably expected that providing short-term subsidy assistance will provide the necessary time for the ownership entities and funders to restructure debt, increase revenue and/or change the ownership structure necessary to preserve the affordable housing resource.

- Plan Year Policy First Adopted: FY 2009
- Update on Status of Activity: Not implemented
- Changes to MTW Authorizations: N/A
- Use of an Outside Evaluator: N/A

12. Good Neighbor Program

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

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

Table 7 - Ongoing MTW Activities: HUD Approval Previously Granted

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

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

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

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
8. Exceed 25% Per Project Cap for PBV Unit Allocation to OHA's Tassafaronga Development	Exceed cap to provide one-for-one replacement of 87 Public Housing units and 19 special needs housing units	Increase housing choice	PBV allocation to Tassafaronga will leverage additional funding resources to replace a 87 unit public housing development with 157 affordable rental units (including the one-for-one replacement of 87 public housing units with 87 PBV units), 20 units of special needs housing, 50 additional tax credit units. The development will also include 22 affordable homeownership units in partnership with Habitat for Humanity.	<u>Baseline</u> – Number of units and income mix at development prior to redevelopment. <u>Benchmarks</u> – Number of units and income mix at completion of redevelopment.	Number and type of units and income mix at completion of development.	<u>Establishment of an Agency MTW Section 8 PBV Program</u> Attachment C – Section D.7 <u>Site and Neighborhood Standards</u> Attachment D – Section B.4	N/A
9. Utilize Alternative HQS Inspection System	OHA will implement a risk based strategy to allocate HQS inspection resources	Reduce costs and achieve greater cost effectiveness	Improved compliance of HQS at problem properties and allocate fewer resources to sites with history of compliance.	<u>Baseline</u> – Allocation of inspection resources prior to new system <u>Benchmarks</u> – Inspection resources allocated by evidence of risk, improved compliance at sites with history of problems	Inspection data	<u>Ability to Certify HQS</u> Attachment C – Section D.5 <u>Inspection Protocols and Procedures</u> Attachment D – Section D	N/A

MTW Initiative	Description	Statutory Objective	Anticipated Impacts	Baseline and Benchmarks	Data Collection and Measurement	MTW Authorization	Hardship Exception (If Rent Reform)
10. Fund Affordable Housing Development Activities	Utilize single fund flexibility to leverage funds and create new and replacement housing in Oakland.	Increase housing choice	OHA will significantly contribute to the creation of new and replacement affordable housing	<u>Baseline</u> – Supply of affordable housing prior to implementation of policy. <u>Benchmarks</u> – Units brought on line and funds leveraged as a result of policy.	Data on development activity	<u>Single Fund Budget</u> Attachment C – Section B.1 <u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds	N/A
11. Short Term Subsidy Program	Utilize MTW flexibility to provide temporary housing assistance to preserve existing affordable housing resources.	Reduce costs and achieve greater cost effectiveness Increase housing choice	Preserving existing housing resources with a short term subsidy is more cost effective in many circumstances than relocating in-place families and providing a HAP. Keeping units in service and providing options for tenant to stay in place increases housing choice.	<u>Baseline</u> – Resources available to community without this program. <u>Benchmark</u> – Number of units kept in service and families provided with an option to stay in place. Costs savings of program compared to cost of issuing new HCV.	Number of households kept in place and amount of short term subsidy provided	<u>Single Fund Budget</u> Attachment C – Section B.1 <u>Legacy and Community Specific Authorizations</u> Attachment D – Use of Funds	N/A

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

Section VII. - Sources and Uses of Funding

This section describes the sources and uses of funding included in the consolidated MTW and Special Purpose Program Budgets. Actual funding for FY 2008 and budgeted and forecasted funding for FY 2009 are provided for comparison to budget projections for FY 2010.

A. List of Planned Sources

MTW Sources

Note that at the end of April, 2009, OHA does not have complete information on its Housing Choice Voucher Program funding for FY 2010.

Table 8 – MTW Sources				
MTW Sources	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Public Housing Rental Income	\$9,313,580	\$9,766,018	\$9,384,000	\$8,109,871
Public Housing Operating Subsidy	\$10,448,884	\$10,931,745	\$11,399,000	\$11,869,000
Capital Fund Block Grant	\$13,728,155	\$11,032,079	\$7,987,576	\$10,224,624
Housing Choice Voucher Block Grant	\$166,539,024	\$153,242,975	\$149,301,000	\$156,324,841
Other Income	\$253,899	\$383,000	\$215,000	\$345,504
Investment Income	\$2,597,186	\$2,200,000	\$1,801,000	\$1,339,948
Total Consolidated MTW Revenue	\$202,880,728	\$187,555,817	\$180,087,576	\$188,213,788

Notes:

1. The Capital Fund Block Grant line item includes CFP allocations from 2008 and 2009. The amount in the budget reflects the anticipated amount of funding from these sources that the Agency anticipates will be pulled down from HUD's Line of Credit Control System (LOCCS) during the fiscal year.
2. The Housing Choice Block Grant does not reflect the additional vouchers for the scattered site public housing units approved for disposition. OHA has applied for 1,615 Tenant Protection Vouchers for the scattered site public housing units. For budgeting purposes it is difficult to estimate what if any additional vouchers might be approved. If the Agency receives any additional vouchers the amount shown would increase.

Special Purpose Sources

Non-MTW programs are categorized with budget estimates below. OHA does not anticipate any funding shortfall for these special purpose programs.

Table 9 – Special Purpose Sources				
Special Purpose Sources	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Sec 8 Moderate Rehab Subsidy	\$3,694,643	\$3,684,075	\$3,925,000	\$3,832,541
Sec 8 Moderate Rehab Investment Income	\$100,094	\$80,000	\$56,000	\$49,758
Sec 8 Voucher Opt Out Subsidy	\$1,383,056	\$0	\$0	\$0
Sec 8 Mainstream Subsidy	\$1,788,437	\$1,712,800	\$1,868,000	\$1,906,650
Shelter Plus Care Subsidy	\$2,302,555	\$2,316,643	\$2,317,000	\$2,394,621
Shelter Plus Care Investment Income	\$1,173	\$2,000	\$1,000	\$714
Family Self Sufficiency	\$127,896	\$126,000	\$126,000	\$127,896
HOPE VI Grants	\$141,332	\$1,117,807	\$234,000	\$1,000,000
ROSS Homeownership Grant	\$260,626	\$240,791	\$128,000	\$100,000
Local Fund Rental Income	\$33,536	\$31,000	\$7,000	\$6,500
Local Fund Investment Income	\$206,365	\$385,000	\$171,000	\$216,485
Local Fund Other Income	\$466,084	\$380,000	\$809,000	\$429,508
Other Special Purpose Income	\$196,690	\$50,000	\$252,760	\$375,382
American Recovery and Reinvestment Act (ARRA)	n/a	n/a	n/a	\$10,575,376
Total Special Purpose Revenue	\$10,702,487	\$10,126,116	\$9,894,760	\$21,015,431

Note:

1. The HOPE VI Grants reflects previously approved funding scheduled to be drawn down from LOCCS.

Total Sources

Table 10 – Total Sources				
Total Sources	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Consolidated MTW Revenue	\$202,880,728	\$187,555,817	\$180,087,576	\$188,213,788
Special Purpose Funding not included in MTW	\$10,702,487	\$10,126,116	\$9,894,760	\$21,015,431
Total	\$213,583,215	\$197,681,933	\$189,982,336	\$209,229,219

B. List of Planned Uses

MTW Uses

This section reflects the actual expenditures for FY 2008, the budgeted and forecasted expenditures for FY 2009 and the budgeted expenditures for FY 2010. OHA will continue to operate programs as strategically as possible in response to federal budget cuts and increased costs of property management, labor and materials. Note that at the

end of April, 2009, OHA does not have complete information on its Housing Choice Voucher Program funding for FY 2010.

If the Agency receives additional funding (beyond what is reflected in this Plan) during FY 2010 for the HCV Program, OHA would utilize its Single-Fund Budget Flexibility to fund one or more of the following activities: 1) affordable housing development activities; 2) upgrades to the Public Housing portfolio; 3) client services; and 4) the MTW Local Housing Program.

Table 11 – MTW Uses				
MTW Uses	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Line Item:				
Administration Salaries	\$7,763,511	\$8,766,758	\$7,944,541	\$10,914,762
Administration Benefits	\$3,691,370	\$4,139,898	\$3,596,701	\$5,428,424
Administration Temporary Personnel	\$2,077,822		\$1,974,753	\$0
Administration Other	\$3,376,040	\$3,218,370	\$2,646,853	\$3,978,750
Tenant Services Salaries	\$219,371	\$524,430	\$0	\$0
Tenant Services Benefits	\$105,584	\$279,607	\$0	\$0
Tenant Services Materials/Contracts	\$14,634	\$15,144	\$11,746	\$156,180
Utilities	\$2,650,423	\$2,670,000	\$2,654,000	\$2,407,000
Maintenance Salaries	\$4,037,448	\$3,979,851	\$4,009,650	\$4,362,499
Maintenance Benefits	\$2,662,848	\$2,806,832	\$2,944,203	\$3,564,413
Maintenance Temporary Personnel	\$331,789	\$0	\$332,915	\$0
Maintenance Materials	\$1,499,432	\$1,231,057	\$1,708,552	\$1,897,688
Maintenance Contracts	\$4,739,620	\$3,854,672	\$4,000,164	\$7,369,457
Police Services Salaries	\$1,718,492	\$1,641,109	\$1,761,430	\$1,696,897
Police Services Benefits	\$644,827	\$687,498	\$656,744	\$776,934
Police Services Materials/Contracts	\$253,625	\$272,574	\$330,527	\$231,482
Housing Assistance Payments	\$110,744,630	\$117,461,891	\$114,200,000	\$118,518,030
General	\$5,223,886	\$5,153,461	\$3,371,670	\$4,945,903
Capital Fund Salaries/Benefits	\$666,916	\$2,038,079	\$1,402,393	\$1,290,909
Capital Projects (HUD Funds)	\$7,203,214	\$8,994,000	\$6,585,183	\$7,729,091
Capital Projects (MTW Funds)	\$0	\$25,000,000	\$25,000,000	\$2,414,419
Capital Equipment	\$575,302	\$834,400	\$821,000	\$773,203
MTW Local Housing Program	\$0	\$500,000	\$500,000	\$500,000
Total Consolidated MTW Expenditures	\$160,200,785	\$194,069,631	\$186,453,025	\$178,956,041

Note: The FY 2009 MTW Annual Plan included \$25 Million for capital projects / real estate acquisition using MTW Funds. To the extent that those activities were not completed by the end of FY 2009, they may extend into FY 2010.

Special Purpose Uses

Table 12 – Special Purpose Program Uses				
Special Program Uses	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Administration Salaries	\$850,553	\$876,782	\$730,885	\$1,639,583
Administration Benefits	\$369,015	\$396,420	\$310,066	\$770,572
Administration Other	\$471,796	\$174,912	\$418,186	\$160,877
Tenant Services Salaries	\$85,006	\$51,595	\$0	\$0
Tenant Services Benefits	\$42,264	\$20,839	\$0	\$0
Tenant Services	\$25	\$160,000	\$0	\$100,000
Materials/Contracts				
Maintenance Materials	\$212	\$465	\$180	\$4,896
Maintenance Contracts	\$34,503	\$8,225	\$132,639	\$50,059
Police Services Salaries	\$14,858	\$5,269	\$9,468	\$7,520
Police Services Benefits	\$6,104	\$2,160	\$3,087	\$2,865
Police Services Materials/Contracts	\$867	\$133	\$2,100	\$9,085
Housing Assistance Payments	\$8,674,089	\$7,232,394	\$7,211,000	\$7,435,658
General	\$364,058	\$70,292	\$13,910	\$0
Retirees Medical Premiums	\$911,315	\$963,600	\$963,600	\$1,012,000
Capital Equipment	\$22,087	\$230,000	\$230,000	\$0
Capital Projects (Capital Fund Program - ARRA)	n/a	n/a	n/a	\$9,700,000
HOPE VI Projects (HUD Funds)	\$141,332	\$1,117,807	\$234,000	\$1,000,000
HOPE VI Projects (Sec 8 Reserves)	\$3,809,519	\$4,300,000	\$9,723,493	\$400,000
Capital Projects (Sec 8 Reserves)	\$7,910,504	\$24,825,000	\$18,624,496	\$0
Total Special Purpose Uses	\$23,708,107	\$40,435,893	\$38,607,110	\$22,293,115

Table 13 – Total Uses of Funds				
Total Uses of Funds	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Consolidated MTW	\$160,200,785	\$194,069,631	\$186,453,025	\$178,956,041
Special Purpose Programs	\$23,708,107	\$40,435,893	\$38,607,110	\$22,293,115
Total Expenditures	\$183,908,892	\$234,505,524	\$225,060,135	\$201,249,156

Table 14 – MTW Budget				
Consolidated MTW Budget	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Total Revenue	\$202,880,728	\$187,555,817	\$180,087,576	\$188,213,788
Total Expenditures	\$160,200,785	\$194,069,631	\$186,453,025	\$178,956,041
Total Net Change To Reserves	\$42,679,943	(\$6,513,814)	(\$6,365,449)	\$9,257,747

Table 15 – Special Purpose Budget				
Special Purpose Program Budget	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Total Revenue	\$10,702,487	\$10,126,116	\$9,894,760	\$21,015,431
Total Expenditures	\$23,708,107	\$40,435,893	\$38,607,110	\$22,293,115
Total Net Change To Reserves	(\$13,005,620)	(\$30,309,777)	(\$28,712,350)	(\$1,277,684)

Table 16 – Total Budget for All Programs				
All Programs	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Total Revenue	\$213,583,215	\$197,681,933	\$189,982,336	\$209,229,219
Total Expenditures	\$183,908,892	\$234,505,524	\$225,060,135	\$201,249,156
Total Net Change To Reserves	\$29,674,323	(\$36,823,591)	(\$35,077,799)	\$7,980,063

C. Use of Single-Fund Budget Flexibility

Single-Fund Budget Flexibility is used to meet many of the Agency's goals under the MTW Program. The sources included in the MTW Single-Fund Budget are summarized in Table 8. The primary MTW activities that require Single-Fund Budget authority, as shown in Table 6 and Table 7, are summarized below by their respective MTW activity number:

Ongoing Activities that utilize Single-Fund Budget Flexibility:

1. Fund Public Housing operations
2. Fund deferred maintenance and capital improvements at Public Housing sites
10. Affordable housing development
11. Short Term Subsidy Program

Proposed Activities that utilize Single-Fund Budget Flexibility:

7. Transfer Voucher privileges for Public Housing Residents
17. MTW Local Housing Assistance Vouchers

D. Reserves

As Table 17 illustrates, the end of year forecast for FY 2009 estimates that OHA will have over \$10.4 million in reserves. Reserves at the end of FY 2010 are estimated to be \$18.4 million, an increase of approximately \$8 million over the forecast for FY 2009. Estimated reserves for FY 2010 are approximately nine percent of total annual expenditures and equivalent to just over one month of operating expenses.

Table 17 – Reserves Balance				
Reserve Account	FY 2008 Actual	FY 2009 Budget	FY 2009 Forecast	FY 2010 Budget
Section 8 Housing Choice Voucher Reserves	\$11,401,314	\$11,401,314	\$676,293	\$8,225,356
MTW Reserves	\$25,203,247	\$4,395,786	\$0	\$0
Section 8 Housing Choice Voucher and Local Fund Administrative Fee Reserves	\$16,655,430	\$0	\$0	\$0
Public Housing Operating Reserves	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
State 12 and State 6 Reserves	\$2,975,003	\$2,957,000	\$3,031,749	\$3,173,749
Mainstream, Mod. Rehab and Shelter Plus Care Reserves	\$1,885,697	\$2,343,000	\$1,771,741	\$2,060,741
Total Reserves	\$63,120,691	\$26,097,100	\$10,479,783	\$18,459,846

Section VIII. - Administrative

The Agency will provide the following:

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

List of Appendices

Appendix A. Board Resolution

Appendix B. Certification of Compliance with MTW Regulations

Appendix C. Comments from Resident Advisor Board

Appendix D. Evidence of Public Process and Letters of Public Comment

Appendix E. Inventory of Public Housing Units

Appendix F. Glossary