



***MAKING TRANSITIONS WORK***

**ANNUAL PLAN  
FISCAL YEAR 2008**

## **Oakland Housing Authority**

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# MAKING TRANSITIONS WORK

**EXECUTIVE SUMMARY** ..... 1

**SECTION I** HOUSEHOLDS SERVED..... 5

**SECTION II** OCCUPANCY AND RENT POLICIES..... 9

**SECTION III** CHANGES IN HOUSING STOCK..... 12

**SECTION IV** SOURCES AND AMOUNTS OF FUNDING ..... 15

**SECTION V** USES OF FUNDS ..... 18

**SECTION VI** CAPITAL PLANNING..... 21

**SECTION VII** MANAGEMENT INFORMATION FOR PUBLIC HOUSING UNITS..... 27

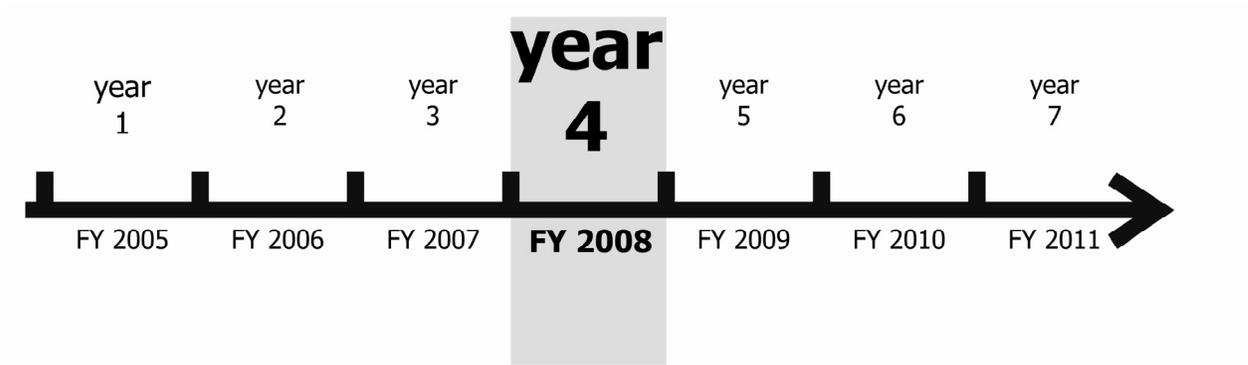
**SECTION VIII** MANAGEMENT INFORMATION FOR SECTION 8 UNITS..... 31

**SECTION IX** RESIDENT PROGRAMS ..... 33

**SECTION X** OTHER INFORMATION REQUIRED BY HUD ..... 35

**ATTACHMENTS:**

- A. Review and Comments by the Resident Advisory Board
- B. Review and Comments from the Public Hearing
- C. Public Housing Sites, including Vacancy Rates and Disposition Strategy





## EXECUTIVE SUMMARY

The OAKLAND HOUSING AUTHORITY (OHA) was established in 1938 to assure the availability of quality housing for low-income persons. OHA promotes the civic involvement and economic self-sufficiency of residents and works to further the expansion of affordable housing within the City of Oakland, California. OHA operates federally funded low-income housing programs, such as Housing Choice Vouchers (also known as "Section 8") and public housing, and is currently helping over 14,000 of Oakland's lowest-income families, elderly and persons with disabilities find and keep a place to live.

As the City's largest provider of low-income 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 HUD's *Moving to Work* program.

### **MTW Demonstration Program**

The Moving to Work (MTW) Demonstration Program provides a unique opportunity for OHA to explore and test new and innovative methods of delivering housing and supportive services to low-income residents of Oakland. The broad areas and parameters of OHA's flexibility under MTW are defined in an agreement signed with HUD in 2004 that allows OHA to tailor the demonstration program to Oakland. OHA named the program "**Making Transitions Work.**"

As an MTW participant, OHA submits an annual plan to HUD, the basic format of which is defined by the MTW Agreement. This **MTW Annual Plan** for Fiscal Year 2008 (FY 2008) is intended to provide OHA residents, the public and HUD with baseline information on existing OHA programs; indicate areas of policy in which change is likely to occur during the fiscal year ending June 30, 2008; and information on the OHA budget for FY 2008.

Each of the Annual Plan's sections provides information on current and planned programs, policies, and issues. The Annual Plan is not used to change OHA policy. Instead, the Annual Plan presents issues and ideas that the Authority may bring forward for consideration during the upcoming year. Whenever policy changes are considered, a detailed comparison between the existing policy or rule and the proposed policy is publicly presented separately to OHA's Board of Commissioners. Notice of any resulting policy changes is then sent to HUD. New policy may be implemented immediately and will be described in succeeding MTW Annual Reports. Annual Reports are released after a fiscal year has ended and are intended to provide HUD and the community comparisons between OHA's performance levels and those outlined in the Annual Plan.

The Authority is committed to ensuring that the community is involved in developing the MTW Annual Plan and the ensuing policy changes. OHA will continue to gather input from residents and the community on new MTW policy proposals via its Resident Advisory Board (RAB) and public meetings.

On March 27, 2007, the Resident Advisory Board (RAB) met to review the Annual Plan. The RAB continues to be an important part of OHA's planning process as it considers policy initiatives from the resident perspective. RAB members participated in a section-by-section review of the Plan. Their review and comments can be found as Attachment A.

On March 28, 2007, the Authority held a public hearing to which it invited community stakeholders, legal advocates, locally-elected officials, community-based organizations, development partners, OHA residents and others. The hearing was announced in the *Oakland Tribune*, posted on OHA's Web site and sent on postcards to a broad list of stakeholders. During this meeting, opportunities under MTW and the MTW Annual Plan were discussed. Minutes from the meeting can be found as Attachment B. Comments made during the RAB, public hearing and written comment period have been considered in the preparation of the Annual Plan.

### **MTW Activities Planned for FY 2008**

In FY 2008, OHA will continue to pursue a series of ongoing initiatives, including incorporating the HUD-mandated Asset- and Project-Based management into the Authority's public housing program; planning the redevelopment of the Tassafaronga public housing site; simplifying rent setting policies and replacing a significant number of scattered site public housing units with Section 8 vouchers. These initiatives, and more, are described in the following review of the FY 2008 MTW Annual Plan's sections:

Households Served: OHA does not anticipate changing its programs to affect the characteristics of households it will serve in FY 2008. The current mix of households is expected to remain similar to that in recent years, especially because the demographic composition of families on the Authority's program wait lists generally mirrors current program participants. The number of households OHA serves will increase slightly, as public housing units being rebuilt with HOPE VI funds are completed and a small number of new Section 8 vouchers are added to OHA's administration via an opt-out. Because resident applications to the public housing and Section 8 programs were recently accepted, the size of the wait lists has grown from last year. Both programs should have an adequate number of applicants on the wait lists to immediately fill vacancies through the end of FY 2008. Accordingly, there is no plan to accept additional applicants to either program in this fiscal year.

Occupancy and Rent Policies: OHA has made developing and testing a simplified rent policy a high priority in FY 2008. The Authority will also continue to transition into project-based management of its public housing in an effort to conform to new Asset and Project-Based management regulations. The use of site-based waiting lists will continue to expand, and a new policy allowing for income reexaminations to be conducted every three years for elderly and disabled clients on fixed incomes is expected to be implemented before November 2007. OHA may also examine income targeting to reduce concentrations of poverty.

Changes in Housing Stock: Despite serious cuts in program funding, OHA intends to keep all of its housing stock in use throughout FY 2008. The number of available units will increase slightly, as public housing units being rebuilt with HOPE VI funds are completed and a small number of new Section 8 vouchers are added to OHA's administration via an opt-out. An increase in the use of project-based vouchers will also likely occur. A multi-year strategy for the disposition of a majority of OHA's public housing stock is being considered, which would result in a shift in available units from public housing to Section 8.

Sources and Uses of Funding: Unprecedented federal funding cuts will significantly impact OHA's financial position. The loss of millions of dollars in federal funds will force the Authority to seriously restrict its program administration and activities. OHA will receive a combined \$9 million less in federal funds than it is entitled to and requires in order to fully fund basic operating and capital costs for the public housing program. Section 8 Housing Choice Voucher funding is also being cut, as OHA expects to receive \$11.4 million (estimated) less than it should in subsidy.

Capital Planning: Funding cuts will restrict property improvements and development almost exclusively to already ongoing projects. OHA intends to apply for HOPE VI funding to redevelop the Tassafaronga public housing site, and may apply to HUD for permission to dispose of most scattered site public housing units, in exchange for Section 8 vouchers.

Management Information for Public Housing Units: The reorganization of OHA's Office of Property Operations will continue to transition into the HUD-mandated Asset-Based Management system. The Authority will begin to test its capacity to comply with the forthcoming regulations by conducting pilot management projects on select Asset Management Projects (AMPs), and continue its full program of inspections, maintenance and security.

Management Information for Section 8 Units: OHA will continue to operate its leased housing programs at full capacity, and maintain its inspection strategy. The Authority may explore new procedures in administering rental vouchers to expand housing opportunities.

Resident Programs: OHA will operate programs to encourage self-sufficiency, civic involvement and economic development. The Authority will respond to a significant reduction in funding for resident services by building additional partnerships with community-based organizations.

The MTW Annual Plan is posted on OHA's Web site at [www.oakha.org/mtw.html](http://www.oakha.org/mtw.html).



## SECTION I HOUSEHOLDS SERVED

This section describes the number and characteristics of households being served by the Oakland Housing Authority and the number and characteristics of those on OHA waiting lists. It also projects any changes to the totals during the fiscal year, and provides an explanation for the anticipated changes and proposed actions under MTW.

### A. Number and Characteristics of Households Being Served at the Beginning of the Fiscal Year

OHA's public housing and leased housing programs are among the nation's largest, serving over 14,000 low-income households. The Authority houses over 9 percent of the City of Oakland, and over 20 percent of Oakland's low-income residents.<sup>1</sup> The public housing program is composed of 3,308 units, while the three programs that make up the leased housing program may issue 11,528 rental assistance vouchers.

Currently, 14,537 households receive assistance from OHA, including 2,804 in public housing and 11,733 in leased housing programs such as Section 8 (a program which has actually issued more than its allotted voucher supply.) Approximately 40 percent of all households served are elderly or households with non-elderly individuals with disabilities. OHA has maintained a comparable mix of clients by income and family size throughout the fiscal year, and does not anticipate any serious changes to the demographics of individuals served in the future.

(as of 04/03/07)

<b>Family Type</b>	
FAMILY TYPE	UNITS SERVED
Family	8,692
Elderly	2,681
Non-Elderly Disabled	3,164
<b>TOTAL</b>	<b>14,537</b>

**Unit Size by Housing Type** (as of 04/03/07)

	Studio	1	2	3	4	5	6+	TOTAL
Public Housing Unit	2	613	742	1,349	83	15	0	2,804
Section 8 Subsidy	525	2,403	4,666	3,314	725	90	10	11,733
<b>TOTAL</b>	<b>527</b>	<b>3,016</b>	<b>5,408</b>	<b>4,663</b>	<b>808</b>	<b>105</b>	<b>10</b>	<b>14,537</b>

**2007 Area Median Income (AMI), Oakland, CA**

HHOLD SIZE	30% of AMI	50% of AMI	80% of AMI
One	\$17,600	\$29,350	\$46,350
Two	\$20,100	\$33,500	\$53,000
Three	\$22,650	\$37,700	\$59,600
Four	\$25,150	\$41,900	\$66,250
Five	\$27,150	\$45,250	\$71,550
Six	\$29,150	\$48,600	\$76,850
Seven	\$31,200	\$51,950	\$82,150
Eight	\$33,200	\$55,300	\$87,450

**Average Income** (as of 04/03/07)

PROGRAM	AVERAGE INCOME
Public Housing	\$15,849
Section 8	\$14,053
<b>AVERAGE*</b>	<b>\$14,397</b>

\* Note: This is a weighted average.

<sup>1</sup> Source: 2000 CHAS Data Set, U.S. Dept. of Housing and Urban Development.

**Number of Families by Income Level**

(as of 04/03/07)

HOUSEHOLD SIZE	0% - 30% of AMI	31% - 50% of AMI	51% - 80% of AMI	Over 80% of AMI	TOTAL
One	3,839	359	89	3	4,290
Two	3,066	702	208	8	3,984
Three	2,183	595	139	13	2,930
Four	1,498	342	83	11	1,934
Five	673	153	31	3	860
Other	413	106	18	2	539
<b>TOTAL</b>	<b>11,672</b>	<b>2,257</b>	<b>568</b>	<b>40</b>	<b>14,537</b>
<b>%</b>	<b>80.3%</b>	<b>15.5%</b>	<b>3.9%</b>	<b>0.3%</b>	<b>100%</b>

\* AMI = Area Median Income

The average income of public housing households is slightly higher than those in Section 8 units, with an overall average annual income of \$14,397. Over 80 percent of the households served by OHA, including families in public housing and Section 8, earn less than 30 percent of the AMI.

Based on information provided by the families, over 75 percent are Black, while 18.8 percent are Asian and 5.8 percent are White. Less than 1 percent of household heads are either Native American or Pacific Islander. Two point nine percent are Hispanic.

**Race and Ethnicity of Head of Household**

(as of 04/03/07)

RACE	#	%
Black	10,904	75.01%
Asian	2,730	18.78%
White	836	5.75%
Native American	57	0.39%
Other	10	0.07%
<b>TOTAL</b>	<b>14,537</b>	<b>100%</b>

ETHNICITY	#	%
Hispanic	417	2.87%

**B. Number and Characteristics of Applicants on Waiting Lists at the Beginning of the Fiscal Year**

The demand for affordable housing in the City of Oakland far outpaces the supply. Thus, OHA has little difficulty finding applicants for its programs. And in response to such high demand, the Authority has established wait lists that are only open for brief periods once every few years and then depleted as units come available. This is meant to alleviate exaggerated wait times for applicants and helps keep the lists refreshed and up to date.

OHA's last Section 8 wait list opening was in February 2006. More than 42,200 people responded, compelling the Authority to hold a lottery and place 10,000 applicants on a wait list. Of these 10,000 applicants, it is anticipated that 300 new families will be issued Section 8 vouchers over the next year, filling vacancies created by families leaving the program or leaving OHA's Section 8 jurisdiction. The lottery was conducted by an independent administrator.

OHA accepted applications for its public housing program in FY 2007 for the first time in three years. The Authority issued public announcements and news releases, placed advertisements in a variety of publications, and worked with local government agencies and community-based organizations to publicize the event. Instructions were available in multiple languages and applications were accepted by mail and via the Authority's Web site. Almost 9,000 responses were received.

Intake of the applications and a lottery to populate the programs' wait list were conducted by an independent administrator hired by the Authority to insure impartiality. The administrator delivered

OHA a list of applicants which were then screened to verify program eligibility. Five thousand applications were accepted for processing.

### C. Number of Families by Program on Wait Lists

OHA's wait lists currently hold almost 15,000 applicants for low-income housing assistance from the Authority. Wait list applicants include mostly families, more than 4,200 (26.8 percent) of which are elderly and non-elderly disabled households.

Nearly 97 percent of all wait list applicants earn less than 50 percent of the area median income (AMI), with the majority of those individuals (88 percent) earn less than 30 percent AMI. The average wait list applicant earns approximately \$11,764 annually.

#### Family Type by Wait Listed Applicants

PROGRAM	#
Public Housing	3,510
Section 8	9,992
Mod Rehab	1,496
<b>TOTAL</b>	<b>14,998</b>

(as of 04/03/07)

FAMILY TYPE	UNITS
Family	10,795
Elderly	1,355
Non-Elderly Disabled	2,848
<b>TOTAL</b>	<b>14,998</b>

#### Income

(as of 04/03/07)

PROGRAM	AVERAGE INCOME
Public Housing	\$15,539
Section 8	\$11,218
Mod Rehab	\$11,899
<b>AVERAGE*</b>	<b>\$11,764</b>

\* This is a weighted average and may be skewed by a significant number of applicants to the Section 8 and Mod Rehab programs failing to report their income.

#### 2007 Area Median Income, Oakland, CA

FAMILY SIZE	30% of AMI	50% of AMI	80% of AMI
One	\$17,600	\$29,350	\$46,350
Two	\$20,100	\$33,500	\$53,000
Three	\$22,650	\$37,700	\$59,600
Four	\$25,150	\$41,900	\$66,250
Five	\$27,150	\$45,250	\$71,550
Six	\$29,150	\$48,600	\$76,850
Seven	\$31,200	\$51,950	\$82,150
Eight	\$33,200	\$55,300	\$87,450

#### Number of Families by Income Level on Wait List

(as of 04/03/07)

FAMILY SIZE	0% - 30% of AMI	31% - 50% of AMI	51% - 80% of AMI	Over 80% of AMI	TOTAL
One	6,638	587	140	12	7,377
Two	3,352	448	111	9	3,920
Three	1,596	173	7	1	1,777
Four	998	185	22	0	1,205
Five	379	52	10	0	441
Other	247	28	2	1	278
<b>TOTAL</b>	<b>13,210</b>	<b>1,473</b>	<b>292</b>	<b>23</b>	<b>14,998</b>
<b>%</b>	<b>88.1</b>	<b>9.8</b>	<b>2.0</b>	<b>0.2</b>	<b>100 %</b>

#### Unit Size Required for Wait Listed Applicants

(as of 04/03/07)

	Studio	1	2	3	4	5	UN-KNOWN	TOTAL
<b>UNITS</b>	307	3,267	470	478	147	15	10,994	14,998

**Race and Ethnicity of Wait Listed Heads of Household**

(as of 04/03/07)

RACE	#	%
Black	10,526	67.1%
Asian	2,477	15.8%
White	1,665	10.6%
Native American	84	0.5%
Pacific Islander	83	0.5%
BLANK	163	1.0%
<b>TOTAL</b>	<b>14,998</b>	<b>100%</b>

ETHNICITY	#	%
Hispanic	690	4.4%

The Authority's wait list is similar racially and ethnically to the clients currently enrolled in OHA programs. Over 67 percent of applicants are self-identified racially Black, while 15.8 percent are Asian and 10.6 percent are White. Slightly more than 1 percent of applicants are either Native American or Pacific Islander. Four point four percent of wait list applicants are Hispanic.

**D. Number Projected to be Served at the End of the Fiscal Year**

PROGRAM	PROJECTED TO BE SERVED
Vouchers	10,958
Project-Based Certificates	54
Mod Rehab	516
Public Housing	3,250
<b>TOTAL</b>	<b>14,778</b>

**E. Narrative Discussion / Explanation of Change and Proposed Actions**

OHA expects to serve generally the same number and mix of families throughout the fiscal year.

**Public Housing.** OHA will return 54 units of public housing to occupancy in FY 2008 with the completion of Phase II of the Lion Creek Crossings HOPE VI development, formerly known as Coliseum Gardens. Lion Creek Crossings' third phase is expected to be complete in FY 2009. The final phase is also expected to be complete in FY 2009.

It is noted that the size of families on the public housing wait list does not necessarily match the exact composition of OHA's housing stock. Accordingly, the Authority will take every occasion of redevelopment to refine the mix of units it owns and operates. To pursue OHA's goals and objectives, and best serve Oakland's low-income families, the Authority's housing stock must be continually updated to meet demand.

**Section 8.** The Authority expects to maintain between 97 percent and 103 percent utilization in its Section 8 program throughout FY 2008. Absorption of outgoing portables by receiving housing authorities and FY 2008 federal funding cuts may impact this projection. Additionally, should the Authority receive additional vouchers either as replacement for Tassafaronga or for disposed scattered sites, this increase in vouchers may impact the utilization rate. Otherwise, OHA expects this percentage to be similar to recent years. The Authority does not expect any significant changes in the percentage of vouchers utilized or type of households served in its Section 8 program in FY 2008.

## SECTION II

### OCCUPANCY AND RENT POLICIES

This section provides information on OHA's occupancy policies that govern eligibility, selection, admissions, assignment and occupancy of families, including the admissions policy for deconcentration of lower-income families and rent policies. The Oakland Housing Authority's public housing *Admissions and Continued Occupancy Policy* (ACOP) and Section 8 *Administrative Plan* (Admin Plan) list all of these respective programs' policies, while proposed and potential areas of policy revisions under MTW are described in this section. The ACOP and Admin Plan are available in their entirety on the Authority's Web site, [www.oakha.org/mtw/mtwplan.html](http://www.oakha.org/mtw/mtwplan.html).

OHA will consider a number of occupancy and rent policy changes, and has made developing and testing a simplified rent policy a high priority in FY 2008. The Authority will also continue to transition into project-based management of its public housing in an effort to conform to new Asset and Project-Based management regulations. The use of site-based waiting lists will continue to expand, and a new policy allowing for income reexaminations to be conducted every three years for elderly and disabled clients on fixed incomes is expected to be implemented before November 2007. OHA may also examine income targeting requirements that reduce concentrations of poverty.

#### A. Occupancy Policies

##### Eligibility

**Public Housing.** OHA will review its current public housing eligibility policy and anticipates opening a waiting list specifically to recruit responsible persons to reside and perform select responsibilities at public housing sites.

**Public Housing and Section 8.** The Authority may consider changing its income targeting requirements within the parameters allowed by MTW.

##### Selection

**Public Housing.** OHA will examine its current public housing tenant selection and assignment policies, and consider ways of increasing tenants' options and Authority efficiency.

OHA has continued to pursue the use of site-based waiting lists for its mixed-finance HOPE VI developments, including those at:

- Chestnut Court and Linden Court HOPE VI
- Mandela Gateway HOPE VI
- Foothill Family Apartments (Coliseum Gardens HOPE VI Off-site)
- Lion Creek Crossings (Coliseum Gardens HOPE VI)

OHA will consider establishing additional site-based waiting lists at properties where it is appropriate within the project-based management model.

**Section 8.** OHA will continue to utilize site-based wait lists for its Section 8 project-based voucher program. The Authority may organize its wait list to meet program goals for selecting families by income and unit size.

### **Admissions**

**Public Housing.** The Authority will review existing public housing policies, and may adopt new local preferences and admission policies and procedures.

**Section 8.** The Authority will review existing Section 8 policies, and may adopt local preferences and admission policies and procedures.

### **Assignment**

**Public Housing.** The Authority will review its current public housing Tenant Selection and Assignment Plan and will consider adopting a policy that allows applicants access to site-specific wait lists.

### **Occupancy**

**Public Housing.** OHA will review existing public housing policies, and may adopt local preferences and occupancy policies and procedures. This may include revising the Authority's lease and house rules in order to encourage tenant behavior that is consistent with the surrounding community's standard.

**Section 8.** The Authority will review existing Section 8 policies, and may adopt local preferences and occupancy policies and procedures.

**Public Housing and Section 8.** In FY 2007, OHA adopted a new policy to conduct income reexaminations every three years for elderly and disabled clients on fixed incomes. In the years between examinations, an automatic adjustment would be applied to these clients' housing payment tied to any cost of living adjustment rate changes made to their income subsidy program. Previously, OHA conducted reexaminations every year for these clients. Implementation of this policy was postponed in anticipation of a major reprogramming of the Authority's computer system that will help administer this change. The new system is expected to be operational in FY 2008, with the public housing module going live in the first quarter, and Section 8 in the second quarter, of the fiscal year.

### **Deconcentration**

**Public Housing.** The Authority has three general occupancy public housing developments covered by the deconcentration rule: Campbell Village, Lockwood Gardens, and Peralta Villa. A fourth development will be added to this list once the second phase of Lion Creek Crossings is complete and tenanted.

As the Authority puts into practice the HUD-mandated Asset Management system, it will begin to manage properties, including groups of scattered sites, independently as Asset Management Projects (AMPs). Each AMP may maintain a separate wait list of applicants, thus eliminating the centralized program administration impacts monitored by the deconcentration rule.

**Section 8.** Ninety-six percent of OHA's current client population earns less than 50 percent of the Area Median Income (AMI). A full 81 percent of OHA clients earn less than 30 percent of AMI. Thus, the Authority may examine changing its income targeting requirements. The Authority also may examine utilizing differing payment standards or subsidies for families in areas with differing rental costs, as well as for those who port out to other housing authorities. OHA may consider altering elements of its portability policies, including the ability to port and the subsidy provided to families who port from the Authority's jurisdiction.

## **B. Rent Policies**

While the MTW program was created to give public housing authorities (PHAs) the opportunity to explore a wide variety of new policies, the law stresses the importance of testing new rent policies. The law gives specific guidance for new rent-setting methods, and requires that all participating PHAs pursue some sort of reform in this area. Accordingly, OHA has made developing and testing a simplified rent policy a high priority in FY 2008. The Authority intends to develop a policy to encourage employment and self-sufficiency, to cover operating expenses and to set rents in a more clear and simple way.

**Public Housing.** OHA will review all existing rent policies, and consider various changes that simplify the reexamination process, encourage self-sufficiency and economic growth for families, provide stability to senior households and persons with disabilities, and enhance administrative efficiencies. This may include such approaches as setting a schedule of specific rents for ranges of client incomes, replacing some income monitoring and review with automatic rent steps, modeling a range of rents based on unit characteristics, and/or standardizing income exclusions and deductions. Additionally, OHA will consider adopting a new policy that will charge a flat rent to residents who fail to complete their recertification in a timely manner.

**Section 8.** OHA will explore similar changes to its method of calculating and providing Section 8 subsidy, as described in the preceding paragraph on public housing. The Authority will examine proposed changes to ensure they continue to promote programs such as Section 8 Homeownership and Family Self-Sufficiency.

## SECTION III CHANGES IN HOUSING STOCK

This section describes the number of public housing and Section 8 units provided by OHA at the beginning of the fiscal year and the number projected to be available at the end of the fiscal year. An explanation of projected changes and proposed actions under MTW is also included.

### A. Number of Housing Units at the Beginning of the Fiscal Year

(as of 04/01/07)

TYPE OF UNIT	VOUCHER	PROJECT-BASED CERTIFICATES	MOD REHAB	PUBLIC HOUSING	TOTAL
<b>TOTAL</b>	10,958	54	516	3,196	14,767

### B. Number of Housing Units Projected for the End of the Fiscal Year

TYPE OF UNIT	VOUCHER	PROJECT-BASED CERTIFICATES	MOD REHAB	PUBLIC HOUSING	TOTAL
<b>TOTAL</b>	10,958	54	516	3,250	14,825

### C. Explanation of Projected Changes and Proposed Actions

OHA expects to maintain generally the same number of units in its housing stock, even returning additional units to service as the Authority's most recent HOPE VI project nears completion.

**Public Housing.** In 2000, OHA was awarded a HOPE VI grant to redevelop one of its largest and most challenging public housing sites, Coliseum Gardens. All 178 units at the site were demolished in preparation for a new development called Lion Creek Crossings, which, together with Foothill Family Apartments, will fully replace the 178 public housing units. Foothill Family Apartments has a total of 65 apartments including 21 public housing units. Lion Creek Crossings, when complete, will include 157 public housing units and an additional 280 affordable rental units and 28 homeownership units.

OHA administers a total of 3,308 public housing units. Demolition of the 178 units Coliseum Gardens brought the number of available units temporarily down to 3,130. To date, 45 of these public housing units have been returned to service in Phase 1 of Lion Creek Crossings. An additional 21 units have been returned to service in the off-site Foothill Family Housing development. Thus, OHA will start FY 2008 with 3,196 available public housing units.

Phase II of Lion Creek Crossings includes 54 public housing units, and is nearing completion. It will be available for occupancy in mid-2008. Construction also has begun on Phase III (including 37 public housing units) and is expected to be complete in mid-2008. Thus, OHA expects its total available public housing stock to be 3,287 by the end of the fiscal year. Construction of the remaining phases of the development is expected to begin in FY 2008. The eventual completion of Lion Creek Crossings will return the Authority to its full compliment of 3,308 public housing units.

Of Lion Creek's 280 affordable housing units being developed over-and-above the replacement of public housing units, 70 are finished and in service. The remaining 210 units and the 28

homeownership units are expected to be completed within the next three years. The Authority's development partners are also rebuilding a public park as part of the development.

The tables on the preceding page do not include the significant shift in the housing stock that would result from a disposition strategy OHA is considering, wherein OHA would apply to HUD for permission to dispose of nearly all its scattered site public housing (more than 1,300 units.) Such an approach depends on developing replacement strategies and available resources, including the availability of Section 8 vouchers to replace the public housing units. The disposition would likely be carried out over three or more year's time. For more information on this, see *Section VI, Capital Planning*.

**Section 8.** Except the aforementioned disposition strategy, which would result in a decrease in public housing units and an increase in Section 8 units, OHA does not anticipate making any changes to the size of its Section 8 program during the fiscal year. The distribution between Moderate Rehabilitation and voucher units may vary if there are any opt-outs during the fiscal year.

Of the Authority's 10,958 vouchers, the Board of Commissioners has currently approved a maximum conversion of 500 vouchers to project-based assistance. Under the Project-Based Voucher (PBV) program, OHA enters into a contract with an owner for specified units and for a specified term. Private owners participating in the program enter into the contract to guarantee a specific rent for a specified number of units. PBV contracts will normally be executed for 10-year terms and are often essential for the owner/developer to obtain project financing. Section 8 participants with a PBV maintain all the flexibility of their tenant-based assistance after fulfilling an initial lease term. The program is one of OHA's most effective tools for placing low-income families in newly-built or newly-rehabilitated developments.

To date, 325 of the 500 vouchers approved by the OHA Board of Commissioners have been allotted to multiple projects. Two of the sites with PBVs are fully constructed and occupied, and have signed Housing Assistance Payment (HAP) contracts with the Authority. The other developments are still under construction. The following chart itemizes board-approved PBV project locations and provides an estimate of the HAP funding per project:

PROJECT	BOARD APPROVAL	# of UNITS	CONTRACT SIGNED	CONTRACT EXPIRES	HAP FUNDING*
Mandela Gateway	2/12/2003	30	10/20/2004	10/20/2014	\$3,824,880
Fox Courts / Uptown Oakland	12/3/2004	20	<i>Project under construction</i>	<i>Project under construction</i>	\$3,347,880
Altenheim Senior Housing Phase 1	7/13/2005	23	1/1/2007	1/1/2017	\$1,924,320
Madison Apartments	7/13/2005	19	<i>Project under construction</i>	<i>Project under construction</i>	\$2,042,520
Seven Directions Native American Health Center	7/13/2005	18	<i>Project under construction</i>	<i>Project under construction</i>	\$2,174,160
Lion Creek Crossings 2	9/26/2005	18	<i>Project under construction</i>	<i>Project under construction</i>	\$1,996,500
Lion Creek Crossings 3	6/14/2006	20	<i>Project under construction</i>	<i>Project under construction</i>	\$2,374,200

Altenheim Senior Housing Phase 2	6/14/2006	20	<i>Project under construction</i>	<i>Project under construction</i>	\$1,647,600
Orchards on Foothill	6/14/2006	64	<i>Project under construction</i>	<i>Project under construction</i>	\$5,207,040
Jack London Gateway	6/14/2006	13	<i>Project under construction</i>	<i>Project under construction</i>	\$1,057,680
Foothill Plaza	6/14/2006	13	<i>Project under construction</i>	<i>Project under construction</i>	\$1,317,720
14 <sup>th</sup> St Apartments at Central Station	1/29/2007	20	<i>Project under construction</i>	<i>Project under construction</i>	\$2,490,720
Jack London Gateway 2	2/26/2007	47	<i>Project under construction</i>	<i>Project under construction</i>	\$3,842,340
<b>CURRENT PBV UNIT TOTAL</b>		<b>325</b>	<b>TOTAL HAP FUNDING*</b>		<b>\$33,247,560</b>

\* Estimated costs over ten-year term.

The Authority is currently considering approval of an additional 154 vouchers for use in project-based locations. The following projects are pending board approval:

(as of 4/04/07)

<b>PROJECT</b>	<b># of UNITS</b>
Harrison & 17 <sup>th</sup> Senior Housing	18
St. Joseph's Senior Apartments	77
Tassafaronga Village	59
<b>PBV UNIT TOTAL PENDING APPROVAL</b>	<b>154</b>

If these projects are approved, OHA will have 479 of its 500 PBVs committed to project sites before the end of the year. The Authority may also consider committing 600 additional vouchers to the PBV program, increasing the total number of allowable project-based vouchers to as high as 1,100 or nearly 10 percent of OHA's Section 8 vouchers.

## SECTION IV

### SOURCES AND AMOUNTS OF FUNDING

This section reflects the actual funding for FY 2006, the budgeted and forecasted funding for FY 2007 and the budgeted funding for FY 2008.

#### A. Source and Amount of Funding Included in the Consolidated MTW Budget

Under MTW, funds from the public housing program operating subsidy, the Capital Fund program, and the Section 8 Housing Choice Voucher program are “fungible.” Under the public housing program the Authority receives federal funding to subsidize the operation of **3,308** units of housing. Funding received under the Capital Fund program is primarily used for the repair and rehabilitation of the public housing units. Under the Section 8 Housing Choice Voucher program the Authority receives federal funding to subsidize the operation of **10,699** units of housing under contract with private landlords. Federal funding for the Authority’s programs is being severely reduced for FY 2008. The public housing program will receive **\$2.2** million less in federal operating subsidy funds than it is eligible for. OHA estimates the shortfall in Capital Fund to be over **\$7** million. The Section 8 Housing Choice Voucher will receive **\$11.4** million less in federal funds than it is eligible to receive.

Following is the FY 2008 MTW funding plan. For comparison sake, actual data from FY 2006 is listed, as is the budget and forecasted actual for FY 2007. It should also be noted that the FY 2008 budget figures must be based on funding projections, as HUD recently began to distribute funds on a calendar year basis. As a result, OHA knows it’s funding levels for 2007, which includes the first half of FY 2008. The second half of FY 2008 funding levels will be known later this year when HUD announces the 2008 calendar year funding levels. Therefore, projections for the second half of FY 2008 in the following budget are based on industry estimates of HUD funding.

(as of 4/5/07)

SOURCE:	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Public Housing Dwelling Rental Income <sup>1</sup>	\$ 9,945,888	\$ 10,400,000	\$ 10,139,000	\$ 10,200,000
Public Housing Operating Subsidy Block Grant <sup>2</sup>	\$ 9,757,842	\$ 9,988,000	\$ 9,064,000	\$ 10,000,000
2004 Capital Fund Block Grant <sup>3</sup>	\$ 494,977	\$ -	\$ -	\$ -
2005 Capital Fund Block Grant <sup>3</sup>	\$ 3,503,783	\$ 5,295,700	\$ 5,116,500	\$ 179,200
2006 Capital Fund Block Grant <sup>3</sup>	\$ -	\$ 4,937,300	\$ -	\$ 8,023,376
2007 Capital Fund Block Grant <sup>4</sup>	\$ -	\$ -	\$ -	\$ 7,731,376
Housing Choice Voucher Block Grant <sup>5</sup>	\$ 137,114,759	\$ 136,136,000	\$ 132,057,500	\$ 133,932,000
Other Income <sup>6</sup>	\$ 372,115	\$ 186,000	\$ 124,000	\$ 375,000
Investment Income	\$ 499,965	\$ 800,000	\$ 1,500,000	\$ 1,200,000
<b>Total Consolidated MTW Revenue<sup>7</sup></b>	<b>\$ 161,689,329</b>	<b>\$ 167,743,000</b>	<b>\$ 158,001,000</b>	<b>\$ 171,640,952</b>

**Notes:**

1. Rental Income will remain flat due to a higher vacancy rate because of an increase in unit rehabilitation and eviction activity.
2. Public Housing Operating Subsidy is estimated at **\$10.0** million, which is **82.3 percent** of the **\$12.2** million the Authority is eligible to receive. This amounts to a shortfall of **\$2.2** million. For the FY 2007 and FY 2008 the Authority will be underfunded a total of **\$4.6** million in relationship to the funds it is eligible to receive.
3. Previous years’ Capital Fund Block Grant, i.e., 2005 and 2006 will be drawn down in FY 2008 to complete rehab on various sites.

4. 2007 Capital Fund Block Grant is being drawn down in FY 2008 to cover Construction, Non-Construction and On Demand capital costs.
5. Section 8 Housing Choice Voucher Block Grant is estimated at **\$133.9** million, which is **92.1 percent** of the **\$145.3** million the Authority is eligible to receive. This amounts to a shortfall of **\$11.4** million. For FY 2007 and FY 2008 the Authority will be underfunded a total of **\$24.0** million in relationship to the funds it is eligible to receive.
6. Other Income will increase **202%** due to the improved success within the Authority's Fraud Investigation Unit.
7. The total Consolidated MTW Revenue is projected to increase **8.6 percent** in FY 2008 over the FY 2007 forecast.

## B. Source and Amount of Special Purpose Funding

Non-MTW programs are categorized as the following:

- Section 8 Moderate Rehab – **516** units of housing owned by private landlords who received funding from HUD to rehabilitate their homes and then contracted with OHA to lease the home to an OHA supplied tenant.
- Section 8 Opt Out – **84** units of housing owned by private landlords who have elected to terminate their contractual relationship with HUD thus requiring the tenant in place to move. OHA supplies the tenant with a voucher to find a new place to live.
- Section 8 Mainstream – **175** units of housing owned by private landlords who lease their units to individuals and families with disabilities.
- Shelter Plus Care – **220** units of housing currently owned by private landlords who lease their units to individuals and families with special needs.
- HOPE VI Program – federal funding earmarked for the completion of Phase III of Lion Creek Crossings development project.

OHA does not anticipate any funding shortfall for these special purpose programs.

(as of 4/05/07)

SOURCE:	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Sec 8 Moderate Rehab Subsidy	\$ 3,440,096	\$ 3,493,000	\$ 3,422,000	\$ 3,883,000
Sec 8 Moderate Rehab Investment Income	\$ 28,544	\$ 40,000	\$ 76,000	\$ 80,000
Sec 8 Voucher Opt Out Subsidy	\$ -	\$ -	\$ -	\$ 1,095,000
Sec 8 Mainstream Subsidy	\$ 1,901,950	\$ 1,934,000	\$ 1,824,000	\$ 1,830,000
Shelter Plus Care Subsidy	\$ 2,431,955	\$ 2,457,000	\$ 2,462,000	\$ 2,496,000
Shelter Plus Care Investment Income	\$ (483)	\$ -	\$ 2,000	\$ 2,000
Sec 8 Pension Fund (Acorn)	\$ 240,873	\$ 247,000	\$ 246,500	\$ -
Family Self-Sufficiency	\$ 63,000	\$ 126,000	\$ 126,000	\$ 126,000
HOPE VI Grants	\$ 10,811,659	\$ 6,800,000	\$ 3,400,000	\$ 2,729,000
Prior FY2005 Capital Fund	\$ 464,883	\$ -	\$ -	\$ -
ROSS Homeownership Grant	\$ 63,000	\$ 65,000	\$ 168,500	\$ 164,000
Local Fund Rental Income <sup>1</sup>	\$ 103,125	\$ 50,000	\$ 59,000	\$ 60,000
Local Fund Investment Income	\$ 136,414	\$ 275,000	\$ 206,000	\$ 200,000
Local Fund Other Income	\$ 709,349	\$ 175,000	\$ 187,000	\$ 185,000
<b>Total</b>	<b>\$ 20,394,365</b>	<b>\$ 15,662,000</b>	<b>\$ 12,179,000</b>	<b>\$ 12,850,000</b>

### NOTE:

<sup>1</sup> The Authority is considering the sale of its local fund properties known as State 6 and State 12. If the sale is realized, these properties will not generate the revenue currently projected from this line item. Instead, the Authority will realize one-time proceeds from the sales.

**C. Total Revenue Budget**

(as of 4/05/07)

<b>SOURCE:</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Budget</b>	<b>FY 2007 Forecast</b>	<b>FY 2008 Budget</b>
Consolidated MTW Revenue	\$ 161,689,329	\$ 167,743,000	\$ 158,001,000	\$ 171,640,952
Special Purpose Funding not included in MTW	\$ 20,394,365	\$ 15,662,000	\$ 12,179,000	\$ 12,850,000
<b>Total</b>	<b>\$ 182,083,694</b>	<b>\$ 183,405,000</b>	<b>\$ 170,180,000</b>	<b>\$ 184,490,952</b>

**D. Explanation of Projected Changes and Proposed Actions**

**Effect of Federal Budget Shortfall.** Federal budget cutbacks in public housing subsidy, capital fund revenue, and Section 8 Housing Choice Voucher funding continue to hinder the Authority’s ability to maintain and upgrade it’s housing stock and provide more housing for those in need. The public housing program has been operating at a deficit for a number of years and required a transfer of funds from the Section 8 and Local Fund reserves. With the continued cuts in Section 8 funding, this transfer of reserves is becoming more difficult to continue, leaving the public housing program with a serious gap in funding.

Compounding the funding shortfall is the increased demands placed on the program during the transition into asset management and project based budgeting and management required by HUD. The Authority will be stretched to effectively operate on a private market housing model without private market rents and revenue to sustain operations. Federal funding cuts in public housing operating subsidy for the coming year are expected to be around 17 percent (\$2.2 million), which presents a tremendous challenge to the Authority as it works to comply with HUD’s project-based budgeting and accounting rules.

**Investment Policy.** Utilizing MTW authority, OHA will continue to explore the adoption of investment policies consistent with California State law to replace HUD investment policies. The primary goal is to allow OHA the flexibility to invest its financial resources productively and efficiently, without a duplication of regulations.

**Advance Local Fund Reserves.** OHA may continue to advance local fund reserves for public housing activities consistent with the goals of the agency such as public housing redevelopment and capital improvements. Such advances may be structured as loans to be repaid from future years consolidated public housing funds and/or repaid from the proceeds realized upon disposition of properties.

## SECTION V USES OF FUNDS

This section reflects the actual expenditures for FY 2006, the budgeted and forecasted expenditures for FY 2007 and the budgeted expenditures for FY 2008. This section will also indicate the adequacy of the reserves and any proposed actions.

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.

### A. Fiscal Year Expenditures

(as of 4/05/07)

CONSOLIDATED MTW USES	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
<b>Line Item:</b>				
Administration & General <sup>1</sup>	\$ 18,595,827	\$ 25,326,000	\$ 17,597,000	\$ 21,075,000
Tenant Services <sup>2</sup>	\$ 489,805	\$ 472,000	\$ 466,000	\$ 553,000
Utilities	\$ 2,655,286	\$ 2,693,000	\$ 2,397,000	\$ 2,700,000
Maintenance & Contracts <sup>3</sup>	\$ 10,718,370	\$ 9,068,000	\$ 11,211,000	\$ 11,724,000
Police Services <sup>4</sup>	\$ 2,404,320	\$ 1,741,000	\$ 2,028,000	\$ 2,708,000
Housing Assistance Payments	\$ 117,818,857	\$ 122,717,000	\$ 122,335,000	\$ 122,615,000
Capital Projects <sup>5</sup>	\$ 3,998,760	\$ 9,051,000	\$ 5,116,500	\$ 9,220,000
Capital Equipment	\$ 701,268	\$ 377,000	\$ 347,000	\$ 510,000
<b>Total Consolidated MTW Expenditures<sup>6</sup></b>	<b>\$ 157,382,493</b>	<b>\$ 171,445,000</b>	<b>\$ 161,497,500</b>	<b>\$ 171,105,000</b>
SPECIAL PURPOSE PROGRAM USES	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
<b>Line Item:</b>				
Administration & General	\$ 1,610,909	\$ 1,457,000	\$ 1,619,000	\$ 1,583,000
Housing Assistance Payments	\$ 5,342,360	\$ 7,441,000	\$ 8,929,900	\$ 8,539,000
Tenant Services	\$ 63,647	\$ -	\$ 62,000	\$ 119,000
Utilities	\$ 530	\$ 7,000	\$ -	\$ -
Maintenance & Contracts	\$ 24,673	\$ 14,000	\$ 9,600	\$ 22,000
Police Services	\$ 5,324	\$ 8,000	\$ 201,000	\$ 11,000
HOPE VI Projects	\$ 10,811,659	\$ 6,800,000	\$ 3,400,000	\$ 2,729,000
Prior FY 2005 Capital Fund Projects	\$ 464,883	\$ -	\$ -	\$ -
Capital Equipment	\$ 23,103	\$ 12,000	\$ 42,000	\$ 68,000
Sec 8 Reserve Investments in HOPE VI Projects	\$ 2,865,498	\$ 4,140,000	\$ 1,712,000	\$ 3,500,000
State 12 & State 6 Reserves Capital projects	\$ -	\$ 1,300,000	\$ 650,000	\$ -
Sec 8 Reserve Investments in Capital Projects	\$ 1,349,898	\$ 6,500,000	\$ 3,658,000	\$ 6,453,000
<b>Total Special Purpose Expenditures</b>	<b>\$ 22,562,484</b>	<b>\$ 27,679,000</b>	<b>\$ 20,283,500</b>	<b>\$ 23,024,000</b>
TOTAL USES OF FUNDS	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Consolidated MTW	\$ 157,382,493	\$ 171,445,000	\$ 161,497,500	\$ 171,105,000
Special Purpose not included in MTW	\$ 22,562,484	\$ 27,679,000	\$ 20,283,500	\$ 23,024,000
<b>Total Expenditures<sup>7</sup></b>	<b>\$ 179,944,977</b>	<b>\$ 199,124,000</b>	<b>\$ 181,781,000</b>	<b>\$ 194,129,000</b>

**Notes:**

Under the Consolidated MTW Program the material variances are as follows:

- Administration and General expenditures for FY 2008 will increase **19.8 percent** over the FY 2007 forecast. The increase is due to an increase in the number of employees, as well as higher labor, fringe benefit, and

insurance. Additional costs for consultants regarding the transition to project based management and strategic planning will also be incurred.

2. Tenant Services expenditures for FY 2008 will increase **20.6 percent** over the FY 2007 forecast. The increase is due to increases in staffing, as well as higher labor, fringe benefit, and costs related to the transition to project based management and strategic planning.
3. Maintenance & Contract expenditures for FY 2008 will increase **4.6 percent** over the FY 2007 forecast. The increase is due to higher labor and fringe benefit costs.
4. Police Services expenditures for FY 2008 will increase **33.5 percent** over the FY 2007 forecast. The increase is due to higher labor and fringe benefit costs.
5. Capital Project expenditures will increase **80.2 percent** over the FY 2007 forecast. The increase is due to the expanded effort in the repair and rehabilitation of scattered housing stock.
6. Total Consolidated MTW expenditures will increase by **5.9 percent** for FY 2008 over the FY 2007 forecast.
7. Total Expenditures increased by **6.8 percent** for FY 2008 over the FY 2007 forecast.

## B. Net Change in Reserves

OHA intends on drawing heavily from its reserves in FY 2008 to continue operating its programs at full strength throughout the year.

(as of 4/05/07)

CONSOLIDATED MTW	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Total Revenue	\$ 161,689,329	\$ 167,743,000	\$ 158,001,000	\$ 171,640,952
Total Expenditures	\$ 157,382,493	\$ 171,445,000	\$ 161,497,500	\$ 171,105,000
<b>Total Net Change To Reserves</b>	<b>\$ 4,306,836</b>	<b>\$ (3,702,000)</b>	<b>\$ (3,496,500)</b>	<b>\$ 535,952</b>
SPECIAL PURPOSE PROGRAMS	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Total Revenue	\$ 20,394,365	\$ 15,662,000	\$ 12,179,000	\$ 12,850,000
Total Expenditures	\$ 22,562,484	\$ 27,679,000	\$ 20,283,500	\$ 23,024,000
<b>Total Net Change To Reserves</b>	<b>\$ (2,168,119)</b>	<b>\$ (12,017,000)</b>	<b>\$ (8,104,500)</b>	<b>\$ (10,174,000)</b>
ALL PROGRAMS	FY 2006 Actual	FY 2007 Budget	FY 2007 Forecast	FY 2008 Budget
Total Revenue	\$ 182,083,694	\$ 183,405,000	\$ 170,180,000	\$ 184,490,952
Total Expenditures	\$ 179,944,977	\$ 199,124,000	\$ 181,781,000	\$ 194,129,000
<b>Total Net Change To Reserves</b>	<b>\$ 2,138,717</b>	<b>\$ (15,719,000)</b>	<b>\$ (11,601,000)<sup>1</sup></b>	<b>\$ (9,638,048)<sup>2</sup></b>

### Notes:

1. The forecasted deficit of (\$11,601,000) for FY 2007 is the result of deficit spending for operations of (\$5,581,000) and the spending down of reserves of (\$6,020,000) for capital and HOPE VI projects.
2. The budgeted deficit of **(\$9,638,048)** for FY 2008 is the result of deficit spending for operations of **\$314,952** and the spending down of reserves of **(\$9,953,000)** for capital and HOPE VI projects.

## C. Adequacy of Reserves

The following table shows that, at the end of FY 2007 OHA is forecasted to have reserves of **\$31.7** million. This is adequate to cover the projected FY 2008 budget's net change in reserves of **\$9.6** million. Yet doing so will cut reserves by **30.0 percent**, and leave the Authority with less than the equivalent of one month's worth of operating expenses.

If OHA were to be receive the FY 2008 projected funding shortfall of **\$2.2** million in public housing subsidy and **\$11.4** million in Section 8 Housing Choice Voucher Subsidy, it would more than cover the projected deficit of **\$9.6** million.

(as of 4/05/07)

<b>CONSOLIDATED MTW</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Budget</b>	<b>FY 2007 Forecast</b>	<b>FY 2008 Budget</b>
Section 8 Housing Choice Voucher Project Reserves <sup>1</sup>	\$ 11,401,314	\$ 11,401,314	\$ 11,401,314	\$ 6,401,314
Section 8 Housing Choice Voucher and Local Fund Administrative Fee Reserves	\$ 27,366,212	\$ 12,650,638	\$ 15,540,638	\$ 5,763,686
Public Housing Operating Reserves <sup>1</sup>	\$ 0	\$ 0	\$ 0	\$ 5,000,000
State 12 and State 6 Reserves	\$ 2,586,927	\$ 1,503,000	\$ 2,787,000	\$2,822,000
Moderate Rehab and Shelter Care Plus Reserves	\$ 1,899,499	\$ 1,792,000	\$ 1,924,000	\$ 2,027,000
<b>Total Net Change to Reserves</b>	<b>\$ 43,253,952</b>	<b>\$ 27,346,952</b>	<b>\$ 31,652,952</b>	<b>\$ 22,014,000</b>

**Notes:**

1. HUD's project-based management regulations will require PHAs to hold a minimum of three months reserves for public housing AMP management. HUD is not, however, providing funds for this purpose and has cut millions of dollars from the program as a whole. To cover this unfunded mandate, **\$5,000,000** in Section 8 Housing Choice Voucher Project Reserves will be transferred to the Public Housing Operating Reserves.

## SECTION VI CAPITAL PLANNING

This section describes OHA's major capital needs and projects, estimated costs and proposed timetables for addressing these needs. This section also identifies planned capital expenditures, demolition and disposition requests and homeownership activities during the fiscal year ending June 30, 2008 and proposed actions under MTW.

There are 3,308 units of public housing located throughout the City of Oakland on 267 sites, including: five privately owned and managed HOPE VI sites; eight Authority-owned sites with 30 to 390 units and 254 "scattered sites" with an average of six units. Thus, Oakland has a fairly unique inventory among the nation's public housing authorities with its scattering of public housing into mixed-income privately owned and maintained residential neighborhoods.

A scattered public housing stock has helped the Authority deconcentrate poverty and integrate low income families into mixed income neighborhoods. This approach, however, makes the public housing program significantly more challenging and expensive to operate, especially as the Authority continues to face increasing repair, reconstruction, maintenance costs, an aging housing stock and more than a decade of decline in federal funding for capital projects. Because of the significant underfunding of OHA's capital funds, major redevelopment in FY 2008 will be restricted almost exclusively to already ongoing projects. The Authority plans to expend all \$15.9 million of its remaining FY 2005, FY 2006 and FY 2007 capital funds on eight scattered sites, architecture and roof repairs at multiple sites. Additionally, the Authority will spend \$10 million in local fund reserves on: infrastructure and homeownership at Lion Creek Crossings; redevelopment of Tassafaronga; and site improvements at another eight scattered sites. The Authority is currently reviewing criteria for establishing a scope of work in order to increase the number of sites to receive investment of these funds.

In response to this, the Authority is reconsidering the target scope of many of its projects to reduce average unit costs. This would immediately free up capital funds to be used on a wider number of projects. Revising OHA's strategy is one way to respond to the realities of shrinking HUD capital funds compounded by the properties continued decline with age. The current project model for full modernization typically invests between \$80,000 and \$150,000 in: renovating interiors; changing flat roofs to pitched roofs; redoing foundations; plumbing and electrical systems; site work; and redesigning a percentage of the units to meet the Americans with Disabilities Act standards of accessible and adaptable units. The new concept being explored would limit the scope of capital improvements to correcting damage identified in OHA's recent Physical Needs Assessment.

OHA may also respond by applying to HUD for permission to dispose of nearly all its scattered site public housing over the next three or more years. Such an approach depends on developing replacement strategies and available resources, including the availability of Section 8 vouchers to replace the public housing units.

### **A. Major Capital Needs and Projects, Estimated Costs and Proposed Timetables**

Section 9 of the Housing Act of 1937 provides for a Capital Fund from which Public Housing Authorities (PHAs) are granted aid for the development, financing, and modernization of OHA's public housing. Since 1996, there has been a systematic disinvestment in the public housing Capital Fund, with PHAs receiving less than 60 percent of the basic funding required to cover modernization

accrual costs from the aging of public housing properties. Most recently, the 2006 Capital Fund formula was calculated to cover 51 percent of basic capital needs, a \$2.2 billion shortfall nationwide. During the last decade, HUD funding cuts created an estimated \$20 billion backlog in public housing capital needs.

In 1993, capital funds peaked for OHA at \$10.8 million. Since then, the Authority has seen inadequate appropriations and inflation cut into its funding, as it typically received less than \$9 million per year. In 2006, OHA funding fell to \$7.4 million (equal to \$5.3 million when adjusted for inflation<sup>2</sup>.) This shortfall has resulted in the need to defer property improvements and rehabilitations. OHA has worked hard to keep all of its public housing properties in operation despite the regular underfunding of capital improvements. An alternative would be to pull certain units out of use and hold them off-line pending the renewal of capital funds.

The vast majority of the OHA properties are small apartment complexes, generally ranging from two to 12 units, and are scattered throughout the city. Almost without exception, the construction dates of these buildings range from 1968 to 1973. As these buildings are approaching 35 to 40 years in age, several major systems are beginning to show signs of failure, yet little funding has been available to modernize or upgrade these properties. Nearly all of the buildings have the original windows and exterior siding and most have the original roofs. This aging housing inventory accounts for the vast majority of the estimated costs in the immediate needs section of OHA's recent Physical Needs Assessment (PNA.) The 2004-05 assessment identified the need of \$49.5 million for immediate repairs at 266 sites. The PNA acknowledged that current federal funding levels were not keeping pace with needed repairs, and the properties would therefore continue to deteriorate.” The PNA demonstrated that absent a significant increase in capital funding, the backlog of capital improvement needs will grow beyond \$150 million within ten years.

Since 1995, OHA has received \$66.7 million less in federal funds than the Authority estimated the HUD funding formula should have provided to cover capital improvements. The 2007 shortfall eliminated \$6.2 million (44 percent) of OHA's capital funding. Over ten straight years of underfunding has put a severe strain on the quality and appearance of OHA's housing units. As OHA's housing stock continues to age, and more and more capital investment is deferred, residents are forced to live in less appealing conditions. While the City of Oakland has enjoyed a surge in market-rate residential renovations and development, federal funding to keep up affordable public housing lags far behind, creating an increasingly apparent discrepancy.

In response to this situation, OHA will focus its resources on property improvements and development of ongoing projects. The Authority may also pursue a large scale disposition of public housing units with Section 8 vouchers as a replacement resource. For additional information, see *Section VI, Planned Demolition and Disposition Requests*.

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<sup>2</sup> Bureau of Labor Statistics, <http://www.bls.gov/cpi/>. Inflation adjustment uses the Consumer Price Index and 1993 as a base year for comparison.

## Projects Under Way

The following projects are currently in progress:

Project	Units	Funding Source	Total Project Budget	FY 08 Expenditure	Expected Completion	
1	1424 50th Ave	4	Capital Fund	\$ 500,900	\$ -	06/07
2	1445 50th Ave	6	Capital Fund	\$ 730,700	\$ -	06/07
3	2919 E. 16th St.	12	Capital Fund	\$ 1,629,000	\$ -	06/07
4	2170 E. 28th St.	11	Capital Fund	\$ 1,438,200	\$ 967,000	06/08
5	2056 35th Ave	9	Capital Fund	\$ 1,500,200	\$ 900,000	03/08
6	3500 Bruce St.	8	Capital Fund	\$ 1,200,000	\$ 1,137,700	06/08
7	4203 Terrace St.	4	Capital Fund	\$ 600,000	\$ 600,000	06/08
8	6916 Arthur St.	6	Capital Fund	\$ 600,000	\$ 615,800	06/08
9	2381 E 21st St.	4	Capital Fund	\$ 555,000	\$ 500,000	06/08
10	6921 Fresno St.	5	Capital Fund	\$ 865,950	\$ 800,000	06/08
11	1739 89th Avenue	6	Capital Fund	\$ 888,000	\$ 800,000	06/08
12	1619, 1801 & 1805 Harrison	n/a	Local Fund	\$ 370,000	\$ 500,000	12/07
13	Scattered Sites		Local Fund	\$ 6,710,000	\$ 3,872,500	TBD
14	533 59th St.	9				
15	1599 54th Avenue	4				
16	2102 E 17th St.	4				
17	2155 E 28th St.	5				
18	2272 E 19th St.	4				
19	2440 E 21st St.	8				
20	869 Walker St.	4				
21	4118 Lyon St.	8				
22	HOPE VI Coliseum / Infrastructure and Park		Local Fund	\$ 2,700,000	\$ 2,200,000	06/08
23	HOPE VI Coliseum / Homeownership	28	Local Fund	\$ 1,300,000	\$ 1,300,000	06/09
24	HOPE VI Coliseum / Phase 3 Public Housing Replacement	37	HOPE VI	\$ 2,850,000	\$ 2,729,000	03/08
25	HOPE VI Mandela Gateway / Homeownership1	14	HOPE VI	\$ 5,390,545	\$ -	12/07
26	Tassafaronga2	169	Local Funds	\$ 39,600,000	\$ 2,080,000	TBD
27	Architecture and Admin Costs		Capital Fund	\$ 6,713,000	\$ 6,713,000	06/08
28	Roofs		Capital Funds	\$ 2,160,000	\$ 2,160,000	-
29	On Demand		Capital Funds	\$ 1,630,802	\$ 740,452	-
	<b>TOTAL</b>	<b>369</b>		<b>\$ 79,932,297</b>	<b>\$ 28,615,452</b>	

### Notes:

- OHA will conclude development of its Mandela Gateway Hope VI revitalization project in FY 2008. The last phase of the project includes construction of 14 townhomes for first-time homebuyers. In previous fiscal years, the Authority has contributed the land and \$515,000 toward the project.
- OHA intends to redevelop Tassafaronga as part of a mixed-finance project. The bulk of the \$39.6 million in project funds is expected to come from sources other than OHA, such as HOPE VI and private developer-partners. To date, the Authority has committed \$3.5 million to the project to help attract and leverage these external contributions.

## **On Demand**

OHA may substitute any of the capital projects listed in the Annual Plan with new capital projects if and when the Authority identifies need that was not known at the time this Plan was written. Project expenditures are estimates based on surveys and exterior observation conducted for OHA's Physical Needs Assessment, and are expected to be refined as the projects progress.

## **Projects Under Consideration**

As funding permits, OHA will also consider the following projects:

	<b>Project</b>	<b>Units</b>	<b>Funding Source</b>	<b>Total Project Budget</b>	<b>FY 08 Expenditure</b>
28	1236 E. 17th St.	10	Not Funded	\$ 2,500,000	\$ -
29	2509 77th Ave.	22	Not Funded	\$ 5,000,000	\$ -
30	2530 9th Ave.	15	Not Funded	\$ 2,500,000	\$ -
31	2011 7th Ave	6	Not Funded	\$ 831,200	\$ -

In FY 2008, OHA intends to reapply for HOPE VI funding to help redevelop Tassafaronga. In 2006, OHA prepared plans and submitted an application for HOPE VI funds to redevelop this public housing site. The Authority: completed design and development schematics; purchased an adjacent parcel and assembled full control over the project site; worked with the City of Oakland to amend the General Plan, rezone the property and gain Planning Commission and Design Review Board approval; pulled together over \$10 million in funding; and held more than 10 community meetings to gain consensus on the projects design and development. Pre-development of this project is now much further along. HUD has just approved the Authority's demolition-disposition application, and it is expected that an application for a HOPE VI grant this year will score highly.

In all of its major capital projects, including those listed above, OHA will comply with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act. In addition, when feasible and consistent with other priorities set by the Board of Commissioners, ground floor apartments may be made adaptable and may include washer and dryer hook-ups.

OHA recently conveyed site control of 1633 Harrison Street and 321 17<sup>th</sup> Streets to Oakland Housing Initiatives, Inc. (OHI) for the purpose of planning and applying for entitlements and funding for an affordable senior housing project at this location. OHA will retain ownership of the land and negotiate a long-term lease requiring that the property, and all improvements, revert back to the Authority after the mortgage has been paid. The development will be a partnership of OHI and Christian Church Homes (CCH), an experienced Section 202 developer/operator. The City of Oakland committed \$5,133,000 to the project in its 2006 Community and Economic Development Agency (CEDA) Notice of Funding Availability (NOFA) process. OHA will continue to work with OHI and CCH to develop this project, which may include providing pre-development funding.

## **B. Planned Demolition and Disposition Requests**

OHA will continue to explore ways of simplifying the demolition and/or disposition approval process with HUD to see if the extensive time and effort needed to complete and submit repetitive information can be reduced or eliminated.

OHA is considering applying to HUD for permission to dispose of nearly all its scattered site public housing. Such an approach depends on developing replacement strategies and available resources,

including the availability of Section 8 vouchers to replace the public housing units. OHA may pursue a variety of replacement strategies including the use of tax credits and establishing affiliates to administer disposition and development activities. OHA anticipates the disposition process to occur over a three year period from the time replacement units are approved. Proceeds generated by the sale of property will be used to purchase new sites and to develop affordable housing for low and very low income residents of Oakland, or otherwise benefit residents of the Authority. A list of OHA's public housing sites appears as *Attachment C*, which includes an indication of those sites being considered for disposition.

### **C. Planned Homeownership Activities**

OHA will continue its Section 8 Homeownership program. Currently, over 250 families are in various phases of homeownership counseling; 350 families are on the waiting list to join homeownership counseling, and 13 households have purchased homes using the Section 8 Homeownership program. An additional two households are expected to close escrow prior to the end of FY 2007. The Authority may make changes to its homeownership program in response to other proposed changes under the MTW program (e.g., changes in the method of calculating subsidy).

OHA's development partner, Bridge Housing Corporation, has broken ground on 14 new townhomes. These townhomes will complement the Mandela Gateway HOPE VI development by completing the redevelopment of the block that had been the former site of Westwood Gardens. Its 14 townhomes will be sold to first-time homebuyers by December 2007. Originally scheduled for a construction start in FY 2005, the project can now move forward, due to the City of Oakland's recent award of supplemental funding.

At Lion Creek Crossings, formerly known as Coliseum Gardens HOPE VI development, OHA plans to complete the pre-development phase for 28 townhomes and break ground during FY 2009. Approximately 20 percent of the ownership units at Coliseum Gardens is expected to be affordable for first time homebuyers.

In March 2005, the Authority received a HUD grant award of \$500,000 for Resident Opportunities for Self-Sufficiency Homeownership Supportive Services (ROSS-HSS). The ROSS-HSS funds allow the Authority to deliver homeownership training, a \$3,000 match for individual development account (IDA) savings and self-sufficiency supportive services to assist 30 public housing residents with home purchase. ROSS-HSS funds also allow the Authority to provide a Housing Choice Voucher, to be used for home purchase only, for each of the 30 public housing participants who complete their individual family plan and qualify for a home purchase loan with a lender. OHA has partnered with several non-profit organizations to assist public housing families to become self-sufficient and achieve the American dream of homeownership. Over 80 households have committed to an Individual Development Plan aimed at guiding them through the steps of homeownership. The plan focuses on asset building, financial literacy and management including budgeting, saving, credit, predatory lending, understanding homeownership and the home loan process. Throughout the homebuyer process participants move closer to family self-sufficiency.

### **D. Procurement**

The OHA Board of Commissioners authorized staff in FY 2006 to develop a new system of qualifications-based selection of general contractors. The Authority will revise its procurement policy to adopt a general contractor selection procedure similar to the way OHA recruits and procures professional services, such as architects, attorneys, and developer partners. Currently, OHA is

gathering input from HUD and other partners on how best to institute this policy while maintaining the highest standard of objectivity and impartiality during the selection process.

Current policy for selection of general contractors dictates that the Authority procures goods and services largely based on the “lowest responsible bid.” The Authority may only determine if the bid is responsive to the Request for Bids, and award the contract based on the bid price. OHA may pursue this new procurement policy following its experience with the HOPE VI program having demonstrated advantages to qualification-based selection, where highly qualified contractors have delivered reliable cost estimates and completed jobs on time and within budget.

## SECTION VII

### **MANAGEMENT INFORMATION FOR PUBLIC HOUSING UNITS**

This section provides information on OHA management performance indicators for public housing units under OHA management at the beginning of the fiscal year on July 1<sup>st</sup>. This includes the management of OHA's 3,308 public housing units, 307 of which are apartments operated by private management under HOPE VI. OHA directly operates eight sites of 30 units or more and 254 small sites with an average of six units scattered throughout Oakland.

It has been over a decade since the federal government fully funded the public housing program. Like most housing authorities, this chronic lack of funds has forced OHA to cut administrative costs and defer maintenance and repairs, thus putting a severe strain on services available for public housing residents.

As the Authority's housing stock continues to age (the scattered sites were all built between 1968 and 1973, the larger sites even earlier), and more and more maintenance is deferred, residents are forced to live in less appealing conditions. While the City of Oakland has enjoyed a surge in residential development, renovation and private investment, financial support for the public housing stock lags behind, creating an increasingly apparent discrepancy.

OHA has responded to this situation by regularly spending reserves on the public housing program. The Authority has used the flexibility afforded it as part of the MTW program to focus on repairing basic systems and improving curb appeal of many of its units. A special project team was formed to focus resources on the physical and social infrastructures of the most challenging sites in the Authority's inventory.

Unfortunately, Section 8 funding for FY 2008 is being cut, thus limiting OHA's ability to build Section 8 reserves for use in its public housing program. Accordingly, the Authority will be forced to further cut costs by deferring capital improvements.

In addition, HUD is adopting sweeping changes to the regulations governing the public housing program. Traditionally, many public housing authorities (PHAs), including OHA, managed housing with centralized administration and maintenance functions to gain efficiencies of scale. Pending Asset Management regulations will require PHAs to start managing their properties as individual projects consistent with the management norms in the private multi-family management industry. Some projects will be made up of a cluster of scattered sites. Although many of the program regulations are still in development, HUD has established that conversion to full asset management and project based accounting must be complete by 2012.

In preparation for the transition to Asset Management, a major reorganization is in the beginning stages for OHA's departments and employees that manage public housing. Historically, the Authority has separated property management functions from maintenance functions, including separate administration of new tenant selection, property operations and maintenance work.

HUD's new program regulations will require PHAs to organize in a decentralized, property-based model as a condition of receiving subsidies. Under the planned conversion to this decentralized model, OHA has combined three departments, Housing Management, Facilities Management and Resident and Community Services, into the Office of Property Operations. Properties will be grouped into Asset Management Projects (AMPs) with a staff team performing property management and maintenance functions. Approximately 20 AMPs will be formed; each will contain 30 to 390 apartments.

The Authority has begun to test its capacity to comply with the forthcoming regulations by conducting a pilot project to operate select properties as AMPs. Staff teams will be assigned to oversee, manage, and supervise all activities at their assigned properties. This means that they will be in charge of all management and maintenance functions and will be responsible for scheduling and supervising maintenance work, budgeting project expenses and revenue, planning for physical improvements, and will be held responsible for the performance of their portfolio of property.

OHA will continue to report to HUD the following management information for all of its properties.

#### **A. Vacancy Rates**

**Vacancy Rates by Public Housing Site at the Beginning of the Fiscal Year.** *See Attachment C.*

**Issues and Proposed Actions.** OHA estimates it will begin fiscal year 2008 with approximately a 5.0 percent routine (non-modernization) public housing vacancy rate. The Authority will continue to increase efficiencies in its leasing process during the year to ensure that vacant units are leased to eligible families in the shortest period of time. Currently, 235 units are unavailable. One hundred twelve units are being reconstructed and replaced under HOPE VI and 123 are undergoing renovations.

**Target Rates by Property at End of the Fiscal Year.** The Authority's target is less than 2 percent vacancy for all public housing sites by the end of the fiscal year on June 30, 2008.

#### **B. Rent Collections**

**Percentage of Rents Uncollected at Beginning of the Fiscal Year.** The percentage of rents uncollected at the beginning of the fiscal year on July 1<sup>st</sup> is expected to be 3.5 percent.

**Issues and Proposed Actions.** OHA will continue to analyze tenant accounts on a monthly basis. To preserve the tenancy, the Authority will continue to work with public housing families to help them improve rent payment practices. In some cases, repayment agreements will be considered as an alternative to eviction for failure to pay rent.

**Targeted Percentage of Rents Uncollected at End of the Fiscal Year.** The targeted percentage of rents uncollected at the end of the fiscal year on June 30, 2008 is less than 3 percent.

#### **C. Work Orders**

**Response Rates at Beginning of the Fiscal Year**

**Percentage of Emergency Work Orders Abated within 24 Hours.** One hundred percent of all emergency work orders are responded to within 24 hours.

**Percentage of Non-Emergency Work Orders Completed within 30 days.** Ninety percent of regular work orders are completed within 30 days or scheduled in a program for completion.

**Issues and Proposed Actions.** Cuts in federal funding for the public housing program have a significant impact on the resources available for maintaining and repairing OHA's housing stock. Yet

despite last year's historic underfunding of the program, OHA was able to make progress reducing its backlog of outstanding work orders. At slightly more than 1,200, the backlog of repairs to public housing units was reduced by more than 50 percent. The Authority expects to continue this progress through management efficiencies and reorganization of its Office of Property Operations. This may include establishing satellite work stations in the community, in closer proximity to public housing units.

**Target Rates at End of the Fiscal Year.** Ninety-eight percent of regular work orders are planned to be completed, or scheduled in a program for completion, within 30 days.

#### **D. Inspections**

**Description of Inspection Strategy.** OHA will continue to inspect all available public housing units and buildings on an annual basis. Units and buildings that are vacant and undergoing comprehensive modernization through capital improvement renovations or HOPE VI will not be inspected until they are ready for re-occupancy.

**Percentage of Planned Inspections this Fiscal Year.** OHA will target 100 percent of all units and buildings that are occupied or are available for occupancy for inspection.

#### **E. Utilities**

OHA is currently in the seventh year of a 12-year energy performance contract with EUA Citizens Conservation Services, Inc. The contract allowed OHA to complete energy and water conservation measures in 2000 using a \$2.3 million energy construction lease with a payback term of 12 years. OHA is cutting utility costs, reducing carbon emissions, providing greater comfort to its residents, reducing maintenance costs due to the installation of new equipment, *and* experiencing cash savings in excess of \$179,534.

OHA has also contracted with the *Energy Partners Program (EPP)* offered by Pacific Gas & Electric (PG&E), which provides free energy efficiency services such as energy audits, resident education, weatherization measures, and energy efficient appliances to reduce gas and electric uses. Approximately 632 public housing units have been audited through EPP in FY 2007, the majority being in the large complexes. For FY 2008, OHA plans to continue with the EPP program depending on availability of funding from PG&E.

#### **F. Security – Issues and Proposed Actions**

The Oakland Police Department (OPD) is the primary law enforcement agency in the city, including at Authority-owned properties. The Oakland Housing Authority Police Department (OHAPD) has been established to supplement and leverage the resources of the much larger municipal police agency. OHAPD officers do not respond to emergency 911 calls or conduct lengthy investigations, and therefore are able to focus their time on community issues raised by Authority tenants and residents in neighborhoods surrounding Authority properties.

OHAPD officers have played a key role in OHA's program integrity including investigating potential fraud in the Section 8 and public housing programs. OHAPD will continue to focus attention on

crime-related issues and other community concerns which affect public housing tenants and Section 8 participants.

During Fiscal Year 2008, OHAPD will focus on the following goals and objectives:

- Employ proactive measures toward reducing crime on and around Authority-owned properties;
- Conduct regular crime analysis on calls for service to determine trends as well as types of calls OHAPD is receiving and adjust workload assessments and officer deployment accordingly;
- Continue to investigate fraud in the Section 8 and public housing programs;
- Increase resident involvement through community meetings and resident patrols;
- Continue to create safety brochures for public housing residents, Section 8 participants and Authority employees;
- Maintain national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA);
- Continue Police Athletic League (PAL) activities which includes camping trips and other outings with youth;
- Conduct emergency action plan drills and demonstrations at all Authority service facilities; and
- Conduct resident surveys and utilize the survey result information when developing patrol strategies.

## SECTION VIII

### MANAGEMENT INFORMATION FOR SECTION 8 UNITS

This section provides information on OHA management performance indicators for administering the Section 8 Program, notes issues and proposed actions that will affect the indicators and provides OHA's projected targets for the indicators for the end of the fiscal year.

#### A. Leasing Information

**Percentage of Section 8 Units Under Lease at the Beginning of the Fiscal Year.** The Authority projects that 101 percent of Section 8 units will be under lease at the beginning of the fiscal year on July 1<sup>st</sup>. As an MTW housing authority, OHA is able to issue more vouchers than it is under contract with HUD to provide.

**Percentage of Section 8 Units Projected to be Under Lease at the End of the Fiscal Year.** The Authority projects that 97 percent to 100 percent of Section 8 units will be under lease at the end of the fiscal year on June 30, 2008. This projection assumes funding remains the same as last fiscal year. A decline in funding may significantly affect the total number of units under lease.

#### Plans Regarding:

**Rent Reasonableness:** OHA is unlikely to make any significant changes in the area of rent reasonableness. However, OHA may examine changes in areas such as subsidy provision or in response to program funding changes. Currently, OHA determines rent reasonableness for all new contracts and for all requests to increase rent. OHA follows HUD regulations requiring units assisted under the program to have rents that are reasonable when compared to unassisted units in the same market area. For this purpose, OHA maintains a detailed database of advertised and actual rents. The software used to manage this database will be upgraded to allow for more efficient and specific determinations.

**Expanding Housing Opportunities:** OHA will continue its outreach activities to increase housing opportunities. The Authority has begun to utilize site-based wait lists in its Project-Based Voucher program and may expand such use to its Section 8 Moderate Rehabilitation Program over the coming year. OHA may establish quality control procedures to ensure that these site-based wait lists comply with the outreach requirements established by both HUD and OHA. The Authority may also expand eligible housing types under the program to include assisted living facilities and communities. OHA may examine and change its income targeting requirements.

**Deconcentration of Low-Income Families:** OHA may examine and change its income targeting requirements. The Authority also may examine utilizing differing payment standards or subsidies for families in areas with differing rental costs.

**Portability:** OHA may consider limiting portability in cases where it is being billed by the receiving housing authority.

**Issues and Proposed Actions:** OHA will develop updated and effective reporting and monitoring systems in response to any program changes it makes. The Authority will explore

methods of streamlining both the reporting requirements it has for Section 8 clients and what is reported to HUD.

## **B. Inspection Strategy**

### **Description of Inspection Strategy:**

#### **Planned Inspections Completed (by Category):**

**Annual HQS Inspections:** Currently, 100 percent of Section 8 units have HQS inspections. However, OHA may develop an alternative inspection methodology and frequency for HQS inspections.

**Pre-contract HQS Inspections:** OHA will continue to inspect 100 percent of Section 8 units prior to contract.

**HQS Quality Control Inspections:** Depending on available resources, the Authority may increase the number of quality control inspections it conducts compared to HUD's SEMAP guidelines.

**HQS Enforcement:** OHA enforces 100 percent of HQS findings in cases of complaints and failed inspection items.

## SECTION IX

### **RESIDENT PROGRAMS**

This section describes the community and supportive services programs available to OHA public housing residents and Section 8 clients. This section also describes issues and proposed actions for resident programs during this fiscal year.

#### **A. Description of Programs and Activities**

The Oakland Housing Authority mission includes supporting public housing resident and Section 8 participant self-sufficiency, civic involvement and economic development. Specifically, the Authority supports this through the following methods:

- Provide resource information, referral and enrollment assistance to community based services;
- Distribute and post job training and employment opportunities;
- Coordinate para-professional job training programs targeting seniors and young adults;
- Facilitate the Resident Opportunities for Self-Sufficiency Homeownership Supportive Services (ROSS-HSS), HOPE VI and Section 8 programs;
- Maintain the Section 8 Family Self-Sufficiency (FSS) program;
- Increase Section 3 job opportunities and training through referrals and marketing;
- Recruit and assist Section 3 resident businesses to obtain work on Authority contracts;
- Refer residents/clients to entrepreneurial training and support programs;
- Coordinate resident/client leadership training for participation in citywide civic activities;
- Oversee HOPE VI Community and Supportive Services as provided by community based organizations;
- Provide staff support to OHAPD to increase a presence at OHA sites in order to enhance community involvement through resident participation;
- Staff the Resident Advisory Board;
- Organize site-based resident programs and activities;
- Work in partnership with community-based organizations to ensure that Section 8 participants and public housing residents have equal access to self-sufficiency services and opportunities; and
- Support implementation of the public housing FSS Program to increase resident self-sufficiency.

#### **B. Issues and Proposed Actions**

OHA programs and services will continue to assist residents and Section 8 participants to obtain employment, complete educational goals, complete savings programs, maintain civic participation, maintain heightened awareness and improved lifestyle toward positive mental and physical health, and participate in life enrichment activities and homeownership. While the Authority and its partners have experienced reduced resources, Authority staff continues to provide resident programs and activities through the creative reorganization of services and programs, fund raising, and the establishment of new and unique community partnerships.

The primary issue that continues to affect resident programs is the reduction in service funding and ensuring that Authority clients have the essential skills to compete in the ever-changing job market.

To address this challenge, the Authority will consider and may adopt the following program enhancements:

- Identify and provide information for Section 8 participants and public housing residents to transition from governmental subsidies;
- Provide information and resources for Section 8 participants and public housing residents to develop career paths;
- Support Section 8 participants and public housing residents in becoming homeowners via the Section 8, HOPE VI, ROSS Homeownership and Supportive Services for public housing Residents, IDEA and other local homeownership programs;
- Increase the number of participants in the Section 8 FSS program;
- Provide regular training for Authority staff through non-profit resources to increase staff knowledge of workforce development, homeownership and social service program skill sets;
- Enhance and support partnerships with community-based organizations that provide in-home supportive services; and/or
- Co-author funding proposals with community-based organizations and faith-based partners (also utilizing the Authority's non-profit foundation).

**SECTION X**  
**OTHER INFORMATION REQUIRED BY HUD**

This section provides documentation to HUD that OHA has complied with specific requirements of the MTW Agreement. The following items are submitted under separate cover along with the Annual Plan:

**A. Board Resolutions**

Board Resolution adopting the FY 2008 MTW Annual Plan

**B. Required Certifications and Other Submissions from which OHA is Not Exempted by the MTW Agreement**

None

**C. Submissions required for the Receipt of Funds**

Form HUD-52723, Calculation of PFS Operating Subsidy  
Form HUD-52722-A, Calculation of Allowable Utilities Expense Level  
Form HUD-52673, Estimate of Total Required Annual Contributions  
Form HUD-52663, Requisition for Partial Payment of Annual Contributions  
Employee Allocation Certification



## **ATTACHMENTS**

Attachment A Minutes of the Resident Advisory Board Meeting held to review the Annual Plan

Attachment B Minutes of the Public Hearing held to review the Annual Plan

Attachment C Public Housing Sites, including Vacancy Rates and Disposition Strategy



## Attachment A

### RESIDENT ADVISORY BOARD MEETING Tuesday, March 27, 2007

OHA held a Resident Advisory Board meeting on March 27, 2007. Over 40 resident leaders participated, including Housing Choice Voucher program participants and public housing residents. Staff presented the Annual Plan and led a spirited discussion of its sections.

The following record of the meeting includes: **Topic presented by Staff**  
*Comments from Resident Advisory Board members.*  
Questions from Staff  
▪ Responses from Staff.

#### Overview of the MTW Annual plan for FY 2008.

#### OHA Staffing, Structure and Operations.

*Comment: Will there be any changes in Maintenance?*

- To improve efficiency and better customer service, we will be assigning supervisors to work within the AMPS according to skill set.
- For further information, please see Section VII, Management Information for Public Housing Units

*Comment: Have the AMP team changes already happened?*

- The Changes will go into effect on April 1, 2007...
- Examples provided about how OHA will use MTW and Property Based Management to improve efficiencies and effectiveness.
- For further information, please see Section VII, Management Information for Public Housing Units

#### Budgetary Impact of MTW (Annual Plan Sections IV and V)

*Comment: How long will it take to recoup the 46% of reserves?*

- The Voucher Programs ads about \$2.2 Million, estimating it would take 7 years, based on HUD funding at 100%.
- We cannot project funding levels from HUD. Unlikely we would get 100% in the near future.
- We are doing strategic planning on funding levels.
- How would you feel about using funds to renovate boarded up units or should we use the funds to fix and repair several sites/units?

*Comment: Can we open boarded sites and use them under Section 8?*

- We will take that suggestion in to consideration, but we are thinking of using the properties in other ways. We have a list of scattered sites slated for modernization.

*Comment: We have 36 units in our building and only 28 are occupied...*

- Vacancies are costing us money.

## Attachment A

### RESIDENT ADVISORY BOARD MEETING Tuesday, March 27, 2007

- Older Units are hard to lease
- For further information, please see Section VI, Capital Planning and Section VII, Management Information for Public Housing Units

*Comment: Regarding background checks, what is your selection method? We do not want to increase criminals in housing.*

- Section 8-background check process described.

#### **Proposed Changes to ACOP, including:**

- ✓ **Reexaminations for Senior and Disabled Residents on Fixed Incomes**
- ✓ **Delay in Processing Annual Recertification's**
- ✓ **Flat Rent for Non-Compliance**
- ✓ **Rent Simplification**

*Comment: Who is going to pay for the delay? Who made that policy?*

- If a family refuses to comply with the lease we propose automatic flat rent until compliance.

*Comment: Would we send a letter of notification to the family?*

- Residents receive 120 days notification prior to recertification.
- The family will receive a written notice of the change.
- This will begin on May 1, 2007

*Comment: Do you have a large number of non-compliance?*

- HUD has started penalizing housing authorities for non-compliance.

*Comment: Is there on-going management training*

- Throughout the year we have staff training on the ACOP.

*Comment: Are you switching staff people between the east to west district offices?*

- As of March 1, 2007 we have been making adjustments to staff.
- Have installed a new phone system.
- For further information, please see Section VII, Management Information for Public Housing Units
- 

*Comment: Do we have a language line?*

- Yes...

*Comment: Are we getting new managers?*

- Almost every scattered site has a new manager.
- We will be sending out letters to each new area introducing the new housing manager.

## Attachment A

### RESIDENT ADVISORY BOARD MEETING Tuesday, March 27, 2007

- For further information, please see Section VII, Management Information for Public Housing Units
- 

#### **Section 8 Administration Plan Changes:**

- ✓ **Implementation of New Software System**
- ✓ **Raising Cap on Section 8 Project-Based Units.**
- ✓ **Simplified Rent Calculation.**

*Comment: What information do you provide Section 8 landlords?*

- We provide family composition.
- , rent to be collected
- Tax Credit information

#### **Overview of Status of Proposed Changes to Real Estate.**

- ✓ **Progress of Real Estate Developments.**
- ✓ **HUD Rule on Disposition.**
- ✓ **Rebuilding properties**

*Comment: Is Section 8 stable?*

- Yes, it has been for over 30 years, but is market-based program.
- Voucher holders can move elsewhere even out of state.

*Comment: What is the time frame to relocate residents from conventional housing to section 8?*

- It would take about 3 years to move 1500 residents.
- If HUD does not give us the money to fix them up and operate we will explore demolition or disposition, upon approval from HUD. Rent determination process described.
- For further information, please see Section VI, Capital Planning (Demolition and Disposition.)

*Comment: Would you consider selling a site to first time homebuyers??*

- Under City Charter, it does not allow rental property to be turned into condominiums.

*Comment: Are we taking into account the crime at these new developments? Would our police department patrol the park?*

- We have designed the park at Lion's Creek so it may be a crime deterrent.
- The park is still owned by the City of Oakland.
- For further information, please see Section VII, Management Information for Public Housing Units (Security.)

*Comment: Do we have an obligation to the people who have applied for Section 8?*

- We have an obligation to serve the same number we started with.
- For further information, please see Section I, Households Served

**Attachment A**

**RESIDENT ADVISORY BOARD MEETING  
Tuesday, March 27, 2007**

**The Impact of Funding Cuts on the Rehabilitation of Public Housing Units.**

An informal poll was conducted regarding the use of limited capital improvement funding on the rehabilitation of public housing units. RAB members were asked about the balance between funding a few major rehabilitation projects or distributing scarce funds more broadly for a larger number of small scale rehabilitation projects.

<i>Poll:</i>	<i>Major rehabilitation of a smaller number of units:</i>	<i>14%</i>
	<i>Minor rehabilitation of a larger number of units:</i>	<i>79%</i>
	<i>A mix of major and minor rehabilitation projects:</i>	<i>&lt;1%</i>
	<i>Abstentions</i>	<i>6%</i>

**Public Comment**

There were no comments or questions from the general public in attendance.

## **Attachment B**

### **PUBLIC HEARING Wednesday, March 28, 2007**

On March 28, 2007, the Authority held a public hearing to which it invited community stakeholders, legal advocates, locally-elected officials, community-based organizations, development partners, OHA residents and others. The hearing was announced in the Oakland Tribune, posted on OHA's Web site and sent on postcards. Over 50 people were in attendance. During this meeting, opportunities under MTW and the MTW Annual Plan were discussed.

The following record of the meeting includes:   **Topic presented by Staff**  
*Comments from the Publics.*  
Questions from Staff  
▪ Responses from Staff.

The Public Hearing was attended by approximately 55 people, none of which made comments on the Annual Plan presentation.

#### **Executive Summary**

#### **Households Served**

#### **Occupancy And Rent Policies**

#### **Changes In Housing Stock**

#### **Sources And Amounts Of Funding**

#### **Uses Of Funds**

#### **Capital Planning**

#### **Management Information For Public Housing Units**

#### **Management Information For Section 8 Units**

#### **Resident Programs**



## Attachment C

### Public Housing Sites

The following table lists Oakland Housing Authority's public housing properties and the number of units at each site. The table also provides the number of units vacant at the time this plan was compiled. Sites listed in *ITALICS* are unavailable and/or being taken off-line for comprehensive modernization. The table also indicates with a "✓" the scattered site public housing properties being considered for disposition and a "—" when the property is not targeted for disposition. For a more complete description of OHA's disposition strategy, please see *Section VI, Capital Planning*.

(as of 4/03/07)

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
101	755 Alcatraz Ave.	0	10	0%	✓
102	624 Apgar St.	0	5	0%	✓
103	6309 Baker St.	0	6	0%	✓
104	5805 Canning St.	0	4	0%	✓
105	5825 Canning St.	0	14	0%	—
106	3839 Clarke St.	0	5	0%	✓
107	5914 Colby St.	0	6	0%	✓
108	85 Garland Ave.	0	3	0%	✓
109	2933 MLK, Jr. Way	0	12	0%	✓
110	3025 MLK, Jr. Way	4	7	57%	✓
111	5125 MLK, Jr. Way	0	8	0%	✓
112	5661 MLK, Jr. Way	0	4	0%	✓
113	1621 Harrison St.	3	101	3%	—
114	4520 Montgomery St	0	4	0%	✓
115	3855 Shafter Ave.	0	4	0%	✓
116	5120 Shafter Ave.	0	7	0%	✓
117	4203 Terrace St.	0	4	0%	—
118	869 Walker Ave.	1	4	25%	✓
119	3901 Webster St.	0	14	0%	✓
120	4825 Webster St.	1	8	13%	✓
121	2922 West St.	0	3	0%	✓
122	3017 West St.	1	8	13%	✓
123	3217 West St.	1	6	17%	✓
124	2530 9 <sup>th</sup> St.	15	15	100%	✓
126	541 29 <sup>th</sup> St.	0	5	0%	✓
127	565 29 <sup>th</sup> St.	0	7	0%	✓
128	678 29 <sup>th</sup> St.	0	3	0%	✓
129	675 30 <sup>th</sup> St.	0	5	0%	✓
130	522 32 <sup>nd</sup> St.	0	4	0%	✓
131	537 32 <sup>nd</sup> St.	1	12	8%	✓
133	873 32 <sup>nd</sup> St.	4	12	33%	✓
134	716 34 <sup>th</sup> St.	0	4	0%	✓
135	729 34 <sup>th</sup> St.	0	3	0%	✓
136	944 34 <sup>th</sup> St.	0	4	0%	✓
137	454 36 <sup>th</sup> St.	0	4	0%	✓
138	554 37 <sup>th</sup> St.	1	9	11%	✓
139	727 37 <sup>th</sup> St.	0	8	0%	✓
140	866 37 <sup>th</sup> St.	1	5	20%	✓
141	725 39 <sup>th</sup> St.	1	5	20%	✓
142	950 40 <sup>th</sup> St.	0	27	0%	—
143	768 41 <sup>st</sup> St.	0	7	0%	✓
144	881 41 <sup>st</sup> St.	0	4	0%	✓
145	717 43 <sup>rd</sup> St.	0	4	0%	✓
146	945 44 <sup>th</sup> St.	0	5	0%	✓
147	565 45 <sup>th</sup> St.	1	6	17%	✓
148	880 45 <sup>th</sup> St.	1	6	17%	✓
149	557 46 <sup>th</sup> St.	0	6	0%	✓
151	933 46 <sup>th</sup> St.	1	5	20%	✓
152	582 48 <sup>th</sup> St.	1	10	10%	✓
153	365 49 <sup>th</sup> St.	0	24	0%	—
154	827 52 <sup>nd</sup> St.	1	5	20%	✓
155	656 53 <sup>rd</sup> St.	0	14	0%	✓
156	680 55 <sup>th</sup> St.	0	4	0%	✓
157	648 57 <sup>th</sup> St.	0	5	0%	✓

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
158	584 58 <sup>th</sup> St.	1	12	8%	✓
159	533 59 <sup>th</sup> St.	1	9	11%	✓
160	810 60 <sup>th</sup> St.	0	4	0%	✓
161	837 60 <sup>th</sup> St.	0	4	0%	✓
162	972 61 <sup>st</sup> St.	0	4	0%	✓
163	368 62 <sup>nd</sup> St.	0	5	0%	✓
164	920 62 <sup>nd</sup> St.	0	4	0%	✓
165	1037 62 <sup>nd</sup> St.	0	10	0%	✓
166	1126 62 <sup>nd</sup> St.	2	16	13%	✓
168	594 63 <sup>rd</sup> St.	0	4	0%	✓
169	987 63 <sup>rd</sup> St.	0	5	0%	✓
170	1039 63 <sup>rd</sup> St.	0	5	0%	✓
171	570 16 <sup>th</sup> St.	2	75	3%	—
172	620 17 <sup>th</sup> St.	4	77	5%	—
173	2001 Macarthur Blvd	1	30	3%	—
174	1110 64 <sup>th</sup> Ave.	13	100	13%	—
175	945 84 <sup>th</sup> Ave.	10	87	11%	✓
201	6916 Arthur St.	6	6	100%	—
202	4531 Bond St.	0	6	0%	✓
203	5944 Bromley Ave.	0	4	0%	✓
204	5945 Bromley Ave.	0	4	0%	✓
205	9615 E St.	0	5	0%	✓
206	5730 Elizabeth St.	1	20	5%	—
207	1061 Elmhurst Ave.	0	5	0%	✓
208	7107 Favor St.	0	4	0%	✓
209	6921 Fresno St.	3	5	60%	—
210	6121 Harmon Ave.	0	3	0%	✓
211	6229 Hayes St.	0	6	0%	✓
212	6130 Hilton St.	2	8	25%	✓
213	7204 Holly St.	0	3	0%	✓
214	7209 Holly St.	0	5	0%	✓
215	1430 Seminary Ave.	0	10	0%	—
217	1465 Seminary Ave.	1	8	13%	✓
218	1915 Seminary Ave.	1	18	6%	—
219	2139 Seminary Ave.	3	12	25%	—
221	10221 Seminary Ave	0	6	0%	✓
222	1737 E 15 <sup>th</sup> St.	0	6	0%	✓
223	1921 E 15 <sup>th</sup> St.	0	7	0%	✓
224	2912 E 16 <sup>th</sup> St.	12	12	100%	—
225	3012 E 16 <sup>th</sup> St.	0	5	0%	✓
226	610 E 18 <sup>th</sup> St.	0	12	0%	✓
227	1815 28 <sup>th</sup> Ave.	1	11	9%	✓
228	1500 38 <sup>th</sup> Ave.	0	4	0%	✓
229	1726 38 <sup>th</sup> Ave.	0	6	0%	✓
230	1853 38 <sup>th</sup> Ave.	0	15	0%	✓
231	1422 47 <sup>th</sup> Ave.	1	7	14%	✓
232	1424 50 <sup>th</sup> Ave.	4	4	100%	—
233	1445 50 <sup>th</sup> Ave.	6	6	100%	—
234	1458 52 <sup>nd</sup> Ave.	0	4	0%	✓
235	1599 54 <sup>th</sup> Ave.	1	4	25%	✓
236	1723 62 <sup>nd</sup> Ave.	0	4	0%	✓
237	3366 62 <sup>nd</sup> Ave.	1	6	17%	✓
238	1449 73 <sup>rd</sup> Ave.	0	3	0%	✓
240	2311 98 <sup>th</sup> Ave.	0	8	0%	✓

## Attachment C

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
241	2315 98 <sup>th</sup> Ave.	0	8	0%	✓
301	906 Mandela Pkwy	14	390	4%	—
302	1657 10 <sup>th</sup> St.	5	154	3%	—
303	1263 65 <sup>th</sup> Ave.	10	372	3%	—
304	3352 Arkansas St.	0	14	0%	✓
307	1120 Bella Vista Ave	0	5	0%	✓
308	9514 Birch St.	0	10	0%	—
313	9703 Cherry St.	0	4	0%	✓
316	4908 Congress Ave.	0	4	0%	✓
317	5009 Congress Ave.	1	3	33%	✓
318	2468 Coolidge Ave.	0	5	0%	✓
319	4516 Fairfax Ave.	1	4	25%	✓
320	676 Fairmount Ave.	0	6	0%	✓
321	1127 Foothill Blvd	0	11	0%	✓
322	3634 Foothill Blvd	0	16	0%	—
323	3244 Galindo St.	0	3	0%	✓
324	2961 Georgia St.	0	4	0%	✓
325	320 Haddon Road	0	4	0%	✓
326	2126 High St.	0	9	0%	✓
327	9233 Hillside St.	0	4	0%	✓
328	7000 Lacey Ave.	0	6	0%	✓
331	3590 Lincoln Ave.	0	4	0%	✓
332	3228 Logan St.	0	4	0%	✓
333	3291 Lynde St.	0	8	0%	✓
336	1323 Macarthur Blvd	1	7	14%	✓
337	5018 Melrose Ave.	0	4	0%	✓
338	2202 Mitchell St.	0	7	0%	✓
339	7510 Ney Ave.	1	10	10%	✓
340	7636 Ney Ave.	0	6	0%	✓
343	2943 Nicol Ave.	2	6	33%	✓
344	421 Oakland Ave.	0	8	0%	✓
346	59 Pearl St.	0	12	0%	✓
347	3532 Pierson St.	0	5	0%	✓
348	3102 Pleitner Ave.	0	4	0%	✓
349	8021 Plymouth St.	0	4	0%	✓
350	9427 Plymouth St.	1	4	25%	✓
351	9746 Plymouth St.	0	3	0%	✓
352	3265 Prentiss St.	0	4	0%	✓
353	734 Rand Ave.	0	5	0%	✓
354	2451 Renwick St.	0	4	0%	✓
355	2995 School St.	0	5	0%	✓
356	6238 Seminary Ave.	0	4	0%	✓
357	9224 Sunnyside St.	0	10	0%	✓
358	9320 Sunnyside St.	1	6	17%	✓
359	9510 Sunnyside St.	4	16	25%	✓
361	9711 Sunnyside St.	1	5	20%	—
362	4737 Ygnacio Ave.	0	6	0%	✓
363	5250 Ygnacio Ave.	0	4	0%	✓
364	2011 7 <sup>th</sup> Ave.	6	6	100%	✓
365	2529 9 <sup>th</sup> Ave.	0	4	0%	✓
366	1608 11 <sup>th</sup> Ave.	2	20	10%	✓
367	2021 11 <sup>th</sup> Ave.	0	4	0%	✓
368	2511 11 <sup>th</sup> Ave.	1	4	25%	✓
369	2607 12 <sup>th</sup> Ave.	0	4	0%	✓
370	1128 E 15 <sup>th</sup> St.	0	7	0%	✓
371	1944 16 <sup>th</sup> Ave.	0	9	0%	✓
372	1227 E 17 <sup>th</sup> St.	0	9	0%	✓
373	1236 E 17 <sup>th</sup> St.	10	10	100%	✓
374	2102 E 17 <sup>th</sup> St.	0	4	0%	✓
375	2284 E 17 <sup>th</sup> St.	1	4	25%	✓
376	3314 E 17 <sup>th</sup> St.	0	4	0%	✓
377	3000 E 18 <sup>th</sup> St.	0	7	0%	✓
378	1632 E 19 <sup>th</sup> St.	1	7	14%	✓
380	2246 E 19 <sup>th</sup> St.	0	7	0%	✓
381	2247 E 19 <sup>th</sup> St.	0	5	0%	✓
382	2272 E 19 <sup>th</sup> St.	0	4	0%	✓

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
383	1716 E 20 <sup>th</sup> St.	1	4	25%	✓
384	1750 E 21 <sup>st</sup> St.	0	5	0%	✓
385	2000 E 21 <sup>st</sup> St.	0	4	0%	✓
386	2005 E 21 <sup>st</sup> St.	0	8	0%	—
387	2216 E 21 <sup>st</sup> St.	0	4	0%	✓
388	2381 E 21 <sup>st</sup> St.	0	4	0%	—
389	2439 E 21 <sup>st</sup> St.	0	3	0%	✓
390	2440 E 21 <sup>st</sup> St.	1	8	13%	✓
391	2626 E 21 <sup>st</sup> St.	0	4	0%	✓
392	2527 21 <sup>st</sup> Ave.	0	4	0%	✓
393	2219 E 22 <sup>nd</sup> St.	0	4	0%	✓
394	2323 E 22 <sup>nd</sup> St.	0	6	0%	✓
395	2430 E 22 <sup>nd</sup> St.	2	5	40%	✓
396	2925 E 22 <sup>nd</sup> St.	0	4	0%	✓
397	1031 E 24 <sup>th</sup> St.	1	4	25%	✓
398	1900 E 24 <sup>th</sup> St.	0	4	0%	✓
399	1951 E 24 <sup>th</sup> St.	0	5	0%	✓
400	2017 E 24 <sup>th</sup> St.	1	4	25%	✓
401	2146 E 24 <sup>th</sup> St.	0	4	0%	✓
402	2229 E 24 <sup>th</sup> St.	0	3	0%	✓
403	2353 E 24 <sup>th</sup> St.	0	3	0%	✓
404	2023 24 <sup>th</sup> Ave.	0	6	0%	✓
405	2218 24 <sup>th</sup> Ave.	0	3	0%	✓
406	1305 E 25 <sup>th</sup> St.	0	4	0%	✓
407	2003 E 25 <sup>th</sup> St.	1	4	25%	✓
408	2030 E 25 <sup>th</sup> St.	1	5	20%	✓
409	2630 E 25 <sup>th</sup> St.	1	3	33%	✓
410	2110 25 <sup>th</sup> Ave.	1	6	17%	✓
411	2032 E 26 <sup>th</sup> St.	0	9	0%	✓
412	2435 26 <sup>th</sup> Ave.	0	6	0%	✓
413	2474 26 <sup>th</sup> Ave.	2	7	29%	✓
414	2711 26 <sup>th</sup> Ave.	0	4	0%	✓
415	2402 E 27 <sup>th</sup> St.	1	8	13%	✓
416	2155 E 28 <sup>th</sup> St.	0	5	0%	✓
417	2170 E 28 <sup>th</sup> St.	11	11	100%	—
418	1324 E 32 <sup>nd</sup> St.	0	5	0%	✓
419	1248 E 34 <sup>th</sup> St.	1	10	10%	✓
420	2056 35 <sup>th</sup> Ave.	9	9	100%	—
421	2558 35 <sup>th</sup> Ave.	0	12	0%	✓
422	2820 35 <sup>th</sup> Ave.	2	14	14%	✓
423	2115 38 <sup>th</sup> Ave.	1	4	25%	✓
424	2181 48 <sup>th</sup> Ave.	0	4	0%	✓
425	2228 48 <sup>th</sup> Ave.	1	5	20%	✓
426	3330 72 <sup>nd</sup> Ave.	2	8	25%	✓
427	3350 72 <sup>nd</sup> Ave.	1	6	17%	✓
428	2509 77 <sup>th</sup> Ave.	22	22	100%	✓
430	1486 77 <sup>th</sup> Ave.	0	4	0%	✓
431	1644 81 <sup>st</sup> Ave.	0	3	0%	✓
432	1763 82 <sup>nd</sup> Ave.	0	3	0%	✓
433	2349 83 <sup>rd</sup> Ave.	0	6	0%	✓
434	1639 84 <sup>th</sup> Ave.	0	4	0%	✓
436	2261 84 <sup>th</sup> Ave.	3	12	25%	✓
437	1730 85 <sup>th</sup> Ave.	0	6	0%	✓
438	2329 85 <sup>th</sup> Ave.	0	4	0%	✓
439	2325 86 <sup>th</sup> Ave.	0	5	0%	✓
440	1711 88 <sup>th</sup> Ave.	0	3	0%	✓
441	1815 88 <sup>th</sup> Ave.	0	3	0%	✓
442	2416 88 <sup>th</sup> Ave.	1	6	17%	✓
443	1739 89 <sup>th</sup> Ave.	0	6	0%	—
444	2238 90 <sup>th</sup> Ave.	2	6	33%	✓
446	1521 92 <sup>nd</sup> Ave.	0	5	0%	✓
447	1733 92 <sup>nd</sup> Ave.	1	4	25%	✓
448	2230 94 <sup>th</sup> Ave.	0	6	0%	✓
449	2425 94 <sup>th</sup> Ave.	0	6	0%	✓
450	1928 96 <sup>th</sup> Ave.	1	4	25%	✓
451	2308 96 <sup>th</sup> Ave.	1	7	14%	✓

## Attachment C

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
452	3716 Allendale Ave.	0	3	0%	✓
453	4068 Allendale Ave.	0	5	0%	✓
454	4100 Allendale Ave.	0	3	0%	✓
455	3302 Brookdale Ave.	0	6	0%	✓
<i>456</i>	<i>3500 Bruce St.</i>	<i>8</i>	<i>8</i>	<i>100%</i>	—
457	9008 Cherry St.	0	4	0%	✓
458	9024 Cherry St.	0	3	0%	✓
459	8330 Bancroft Ave.	0	8	0%	✓
460	9232 Bancroft Ave.	0	9	0%	✓
461	1900commerce Way	0	5	0%	✓
462	4903congress Ave.	0	3	0%	✓
463	6656 Laird Ave.	0	8	0%	✓
464	6631 Laird Ave.	1	6	17%	✓
<i>465</i>	<i>4005 Lyon Ave.</i>	<i>6</i>	<i>6</i>	<i>100%</i>	✓
<i>466</i>	<i>4118 Lyon Ave.</i>	<i>8</i>	<i>8</i>	<i>100%</i>	✓
467	7908 Ney Ave.	1	6	17%	✓
468	7950 Ney Ave.	3	10	30%	✓
469	2323 Linden St.	0	45	0%	—
470	1089 26 <sup>th</sup> St.	0	38	0%	—
471	Mandela East Block	0	33	0%	—

SITE	Address	Vacant Units	Total Units	Vacancy Rate	Consider Disposition
472	Mandela West Block	0	13	0%	—
473	Foothill Family Apts	0	21	0%	—
<i>474</i>	<i>881 69<sup>th</sup> Ave.</i>	<i>112</i>	<i>157</i>	<i>71%</i>	—
614	3311 Viola St.	0	1	0%	✓
615	1715 67 <sup>th</sup> Ave.	0	1	0%	✓
616	6645 Brann St.	0	1	0%	✓
617	2282 83 <sup>rd</sup> Ave.	0	1	0%	✓
618	2157 38 <sup>th</sup> Ave.	0	1	0%	✓
619	5378 Walnut St.	0	1	0%	✓
<b>Subtotal</b>		<b>390</b>	<b>3,308</b>	<b>11.8%</b>	<b>1463 units</b>
Units Unavailable/Off-Line for Comprehensive Modernization		235		7.1%	
<b>Routine Vacancies (Net)</b>		<b>155</b>	<b>3,073</b>	<b>5.0%</b>	

Sites listed in *ITALICS* are unavailable and/or being taken off-line for comprehensive modernization.

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

On Motion of Commissioner Pittman

Seconded by Commissioner Terrazas

and approved by the following vote:

AYES: Commissioners Brown, Hartwig, Lee, Pittman, Terrazas and Chair Mayne

NAYS: None

ABSTAIN: None

EXCUSED: Commissioner Taylor

**THE FOLLOWING RESOLUTION WAS ADOPTED:**

**NUMBER 3834**

**ADOPTING THE FISCAL YEAR 2008 MTW PLAN  
AND CERTIFICATION OF COMPLIANCE**

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

WHEREAS, the FY 2008 MTW Annual Plan provides OHA residents, the public and HUD with baseline information on existing OHA programs, including a budget for FY 2008; and

WHEREAS, the FY 2008 MTW Annual Plan identifies the areas in which OHA intends to use its participation in MTW to explore and test new and innovative methods of delivering housing and supportive services to low-income residents of Oakland; and

WHEREAS, the Oakland Housing Authority gathered resident and community input during a written comment period, a Resident Advisory Board meeting on March 27, 2007 and a public hearing on March 28, 2007; and

WHEREAS, the Fiscal Year 2008 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 2008 MTW Annual Plan prior to submission to HUD; and

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

WHEREAS, the Certification states that the FY 2008 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 2008 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 Oakland Housing Authority FY 2008 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 certification; and

THAT, the Executive Director, on behalf of the Authority, is hereby authorized 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 April 23, 2007.*



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Secretary/Executive Director

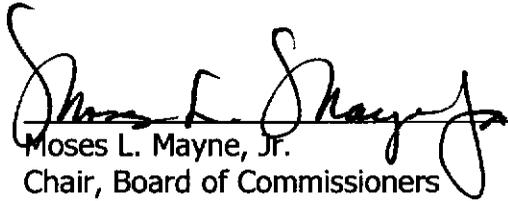
**ADOPTED: April 23, 2007**

**RESOLUTION NO. 3834**

Certification of Compliance with MTW Regulations

The Oakland Housing Authority Board of Commissioners approves the submission of the Fiscal Year 2008 MTW Annual Plan. The Authority conducted a public hearing on March 28, 2007 and gave consideration to comments received from the public. The FY 2008 MTW Annual Plan is in compliance with, and will be carried out in compliance with, all applicable MTW regulations and requirements.

Oakland Housing Authority:

  
Moses L. Mayne, Jr.  
Chair, Board of Commissioners

4-27-07  
Date