

Annual **MTW REPORT**

Fiscal Year 2023-2024
July 1, 2023 to June 30, 2024

Formerly San Antonio Housing Authority

Submitted to HUD for approval: September 30, 2024

Approved by HUD: TBD



A COMMUNITY OF POSSIBILITIES

MESSAGE FROM PRESIDENT AND CEO

Opportunity Home San Antonio provides housing assistance to more than 67,000 families and individuals in San Antonio. With our Moving to Work (MTW) designation, we have the opportunity to utilize innovative, locally designed strategies to assist our residents in achieving self-sufficiency by providing important programs, services and resources as well as more robust housing options.

This year has certainly been one of achievement, change and evolution for the organization. Opportunity Home broke ground on new affordable housing developments in high-opportunity areas. We performed renovations to a number of our public housing communities, including one that features an innovative in-house clinic. The City of San Antonio provided historical funding through our Accessibility and Modernization Fund, indicative of the continued support and partnership we hold with the city.

Our Community Development Initiatives have more than 7,000 enrolled in core programs, with approximately 1,000 in our Family Self-Sufficiency program, 2,000 in senior and disability services, 3,000 resident services at partnership properties, and 1,000 in other service programs.

We continue to foster our partnership with what is known as the Alliance to House Everyone, a HUD Continuum of Care (CoC) group of approximately 50 organizations that collaborate to address homelessness in the Bexar County region. We also consistently explore and cultivate partnerships with local, state, and federal organizations and agencies; developers; and other community entities to leverage innovative ways to preserve and create affordable housing options and to bolster our services and programs.

Through our dedicated staff and leadership, we work diligently to fulfill our mission of providing safe, quality housing for those we serve with equity and compassion. Being an MTW-designated organization since 2009, we have been able to positively impact our community and help to transform lives.

Warm regards,

Michael Reyes

Acting President and CEO

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Stephanie Rodriguez, Director of Assisted Housing Programs
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Section I. B. | Overview of Short-term and Long-term MTW Goals and Objectives

Since 1937, Opportunity Home San Antonio has committed more than 85 years to building and maintaining affordable housing for residents of San Antonio.

Opportunity Home San Antonio provides housing to over 67,000 children, adults, and seniors through four housing portfolios – Public Housing, Housing Choice Vouchers, Beacon Communities, and other communities in partnership with non-profit entities and other agencies. Opportunity Home currently employs over 600 people and has a total annual operating budget of \$200 million. Existing real estate assets are valued at over \$500 million.

Opportunity Home's involvement with Moving to Work (MTW) dates back to May 2000, when Opportunity Home implemented its initial MTW demonstration program in three Public Housing communities: Mission Park Apartments, Wheatley Courts, and Lincoln Heights Courts. In 2009, Opportunity Home signed an amended and restated agreement with the U.S. Department of Housing and Urban Development (HUD) to make the MTW demonstration an organization-wide program.

The MTW designation provides Opportunity Home with the flexibility to design and test innovative approaches to enhance the organization's programs. The MTW designation also provides funding flexibility by combining Public Housing operating subsidies, Capital Fund Program (CFP) grants, and Housing Choice Voucher (HCV) program subsidies into a single fund block grant.

The following section provides an overview of Opportunity Home's short-term accomplishments and summarizes the organization's progress towards long-term goals and objectives.

Strategic Plan

The Strategic Plan describes the organization's priorities for the next five years. It also describes how those priorities connect to a shared understanding of the environment in which the organization works (theory of change), the impact of the organization's work on the broader community, questions that are critical to research, and annual implementation strategies.

Guiding Principles and Statements

- **Vision:** Compassionate, equitable, and vibrant communities where people thrive
- **Mission:** Improve the lives of residents by providing quality affordable housing and building sustainable, thriving communities.
- **Impact Statement:** The San Antonio area has a high quality of life where all are thriving -- starting with Opportunity Home residents.

- **Values:** The organization has adopted a set of core values.
 - **Equity:** Opportunity Home delivers services in a manner that creates fair outcomes, not just equal opportunities. Equity ensures that systems -- policies, programs, and rules -- do not create unfair results.
 - **Compassion:** Opportunity Home delivers services in a manner that relieves suffering and improves the quality of life of residents.
 - **Excellence:** Opportunity Home delivers services in a manner that sets high standards and improves continuously.

Long-term outcomes

The strategic plan focuses on priority outcomes for three key populations: residents, employees, and community.

- Residents have meaningful housing choice
- Resident identity / protected class does not determine housing assistance or support service outcomes (Equity)
- Residents' customer experience is compassionate, relieves suffering, and improves their quality of life (Compassion)
- Residents experience a high standard of housing assistance that improves continuously (Excellence)
- Employees thrive at work
- Employees manage data effectively and ensure quality and security of data
- Employees' internal customer experience is compassionate, improves work experience, and supports a good work life balance (Compassion)
- Community trusts Opportunity Home and invests in our mission
- Community economic and health benefits are sustained and improved for future generations

Strategy Management

In FY2023, Opportunity Home formalized aspects of the strategy management function throughout the organization. A three-tier scorecard was developed and implemented at Tier 1 and Tier 2. Tier 1 describes organizational priorities, while Tier 2 describes departmental priorities. Tier 3, scheduled to be implemented in the next two years, will focus on individual (position) priorities.

The strategic plan is being updated through a process that will periodically assess the following plan elements in light of new information:

1. Theory of Change
2. Guiding Statements (Vision, Mission, Impact)
3. Navigation: Outcomes, Indicators, Targets, Strategies

4. Impact: Neighborhood, Local Economy, Social
5. Performance Monitoring: Operational, Financial, Resident



Featured Success Stories

This year the organization is honored to share a few of the many success stories from families we have been able to support through a combination of our Family Self-Sufficiency Program and Moving to Work investments.



Christian Fox

Pursuing a higher education has its challenges, but Christian Fox, a 22-year-old living in a single-parent household with assistance from the Housing Choice Voucher program, not only focuses on his education, but added responsibilities of helping his mother purchase necessities.

Fox, a senior at Texas A&M University-San Antonio majoring in history, has not let the challenges affect his pursuit of higher education and success.

Fox earned distinctions from the university's dean's and president's list while earning a 3.65 grade point average. His academic success has led to receiving scholarships from Opportunity Home for two consecutive years.

On track to graduate with his bachelor's degree in the spring, Fox wants to further his education at The University of Texas at San Antonio and enroll in a graduate program in hopes of working at a museum, national park or in archives.



Xanadu Hendrix

Xanadu Hendrix is a resident of Opportunity Home's Lincoln Heights community and a Jobs Plus participant. She was awarded the Opportunity Home Resident Scholarship in 2021, 2022, 2023, and 2024.

Hendrix graduated from Our Lady Of The Lake University (OLLU) in December 2023 with a Bachelor of Social Work. She has been accepted to the OLLU Master of Social Work Graduate Program and started the program in Summer 2024.

Hendrix plans to pursue a professional career in Clinical Social Work.

“This means a lot to me because I want to be an example of change for my community,” said Hendrix. “You are not just your disadvantages and you can use opportunities such as this as motivation toward your goals.”



Enrique Salinas

For many, it is typical to get scolded by your family when caught in a situation of trouble. But, for Enrique Salinas, danger was repetitive in his life.

Growing up in a family with a history of incarceration and poverty — his father, grandfather, uncles and cousin each faced the prison system — following their path was the “normal” way to live life.

“Growing up, (going to prison) was normalized,” said Salinas, who spent time at the Bexar County Juvenile Detention Center for a felony burglary charge. “It was my bias that this is what a man does because that was what my father was doing. You take on that behavior and repeat it.”

A former participant of the Housing Choice Voucher Program and resident of Alazán-Apache Courts, Salinas is changing the family trajectory once marked on his head by pursuing his doctorate in social work at The University of Texas at Austin (UT). Salinas earned his bachelor’s and master’s degrees at Texas State University prior to attending UT.

Expected to graduate in 2025, he wants to show future generations of his family and those from similar backgrounds that they can achieve success if they put in the work.

“When I have a son, niece or nephew, they won’t have to pursue college alone like I did,” Salinas said. “I can walk and support them through every level of education. I just want to bring others along and not be a gatekeeper.”

Salinas credits the teachers and administrators at Por Vida Academy, a local charter school, for the encouragement they provided to take a path toward pursuing a higher education, particularly the school’s principal who earned a degree in social work.

He remembers educators taking him and his classmates on college campus tours nationwide, helping him improve his SAT scores and lending a listening ear when he spoke about his family history of incarceration and poverty.

“I give thanks to Por Vida because they showed me there is another world out there,” said Salinas, who attended after dealing with a history of truancy.

“It was just the right time and the right place to get exposure to things that changed the trajectory of what I was used to.”

In the classroom, Salinas never forgets his struggles, living at Alazán-Apache Courts with his siblings and cousins, his mother raising six children with an annual income of \$10,000 and picking up food and clothing from a local church.

“Not having enough food motivated me as an adult because I wanted more,” he said. “I want to be able to keep the lights on. I want my kids to not worry about the things I had to worry about.” Salinas encourages others to define what success means to them and not let anyone diminish their accomplishments.

“You don’t have to go to UT (for example) to be successful. If you want to graduate high school and go to work, that is success,” he explained. “Make sure when you go through this journey, you have self-belief. It is all on you.”

Section II | General Operating Information

Section II. A. | Housing Stock Information

Section II. A. i. Actual New Project Based Vouchers

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Planned*)	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Four25 San Pedro	0	25	Committed	No	The 80-unit complex will be among the first in San Antonio to feature on-site services to help families experiencing homelessness, known as permanent supportive housing.
Total: Planned or Actual Newly Project-Based	0	25			

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

Opportunity Home San Antonio is providing 25 Project-Based Vouchers (PBV) to assist low-income families in living at Four25 San Pedro, once completed, and help secure a \$3.2 million mortgage. Four25 San Pedro will be a low-income apartment complex, providing housing for low-income and homeless families. The services, to be delivered by SAMMinistries, will include a food pantry and access to a case manager.

The 80-unit complex will be among the first in San Antonio to feature on-site services to help families experiencing homelessness, known as permanent supportive housing. The project

**Please describe differences between the Planned and Actual Number of Vouchers
Newly Project-Based:**

marks a significant partnership between the City of San Antonio, the San Antonio Housing Trust Public Facility Corp., and Opportunity Home. Construction is anticipated to be completed in December of 2025. The AHAP contract was executed on June 28, 2024. Thirty-nine of the 80 units will be three-bedroom with the rest two-bedroom. Sixteen of the units will be reserved for those making at or below 30% of the San Antonio-New Braunfels area median income of \$88,600; another 48 will be for those making at or below 50 percent; and 16 for those at or below 60%. The affordability restrictions will be in place for 40 years.

These project-based vouchers are not part of the organization's Modified Project Based Vouchers Program under FY2015-3.

Section II. A. ii. Actual Existing Project Based Vouchers

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Gardens at San Juan	31	31	Leased / Issued	No	Mixed-income Community
East Meadows	8	8	Leased / Issued	No	Initial phase of Choice Neighborhood
Wheatley Park Senior	36	36	Leased / Issued	No	Final phase of Choice Neighborhood
Woodhill	35	35	Leased / Issued	No	Beacon Community - 10 support Next Step Housing Program (FY21-1 Activity) & 25 support VASH PBVs (Note: VASH PBVs are not funded through MTW and are only subject to specific MTW policies per HUD approval)

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Rosemont at Highland Park	20	20	Leased / Issued	No	Beacon Community - supports Family Homeless Referral Program (FY15-3 Activity)
Total: Planned and Actual Existing Project-Based	130	130			

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

None.

Section II. A. iii. Actual Other Changes to MTW Housing Stock in the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR

PH: No change.

HCV: Added 2 Fair Share Vouchers and 37 Tenant-based vouchers for the MR004 MOD Serento Contracted Voucher) into the MTW baseline. Total MTW adjusted baseline denominator for vouchers is 12,460 vouchers.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR

LNT: Added multiple properties to the MTW Local Non-Traditional housing stock: Bristol at Somerset (348 units), Villa de San Alfonso (29 units), Legacy at Crown Meadows (192 units), and Midcrowne (157 of the 196 total units)

Section II. A. iv. General Description of All Actual Capital Expenditures During the Plan Year

Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

Property	Description
Alazan-Apache	Admin Building Roof Replacement
Blanco	Fire Restoration and Remodeling, Replace Appliances
Cassiano	Plumbing Repairs and Upgrades, Foundation Repairs, Asbestos Remediation
Charles C Andrews	Electrical Repairs
College Park	Foundation Stabilization and Repairs, Plumbing Services and Upgrades, Fence Repairs
Cross Creek	Substance Remediation
Francis J Furey	Code GFCI Upgrades
Frank Hornsby	Safety Electrical Upgrades
HB Gonzalez	Foundation Stabilization
Highview	Sewer Line Repairs
Kenwood	Plumbing
LC Rutledge	Asphalt Repairs
Le Chalet	Water Heater Replacement, Substance Remediation
Lincoln Heights	Lead Based Paint Remediation
Matt Garcia	Fire restoration and Remodeling

Property	Description
Mission Park	Sewer Line Repairs, Plumbing Repairs and Upgrades, Foundation Repairs, Concrete Work, Metal Fencing Repairs
Park Square	Foundation Stabilization and Repairs
Parkview	Fire Restoration Services
PHA Wide	Intrusion Protection and Security Cameras, A/E Fees
Pin Oak	Fence Replacement
Sahara Ramsey	Plumbing Repairs
San Pedro Arms	Replace Chiller
Scattered Sites	Foundation Stabilization, Painting, Exterior Repairs
Springview	LED Solar Lighting System, Security Cameras, Refuge Enclosure
Tarry Towne	Plumbing Upgrades, Electrical
Victoria Plaza	Foundation Repair and Stabilization, Automatic Doors, Install Carbon Monoxide Detectors, Electrical repairs, Re-roofing
Villa Hermosa	Fire Restoration and Remodeling
Villa Tranchese	Fire Protection Systems, Asbestos Abatement, Structural Concrete Repairs, Waterproofing
W.C. White	Boiler and Chiller Maintenance
Westway	Exterior Painting, Stair Tread Repairs, HVAC Upgrade
Williamsburg	Code GFCI Upgrades

Section II. B. Leasing Information

Section II. B. i. Actual Number of Households Served

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

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED or LEASED* Planned^^	NUMBER OF UNIT MONTHS OCCUPIED or LEASED* Actual	NUMBER OF HOUSEHOLDS SERVED** Planned^^	NUMBER OF HOUSEHOLDS SERVED** Actual
MTW Public Housing Units Leased	68,988	68,556	5,749	5,713
MTW Housing Choice Vouchers (HCV) Utilized	139,200	136,440	11,600	11,370
Local, Non-Traditional: Tenant-Based	N/A	N/A	N/A	N/A
Local, Non-Traditional: Property-Based	25,852	26,664	2,154	2,222
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	N/A
Planned and Actual Totals:	243,040	231,660	19,503	19,305

* "Planned Number of Unit Months Occupied or Leased" is the total number of months the MTW PHA planned to have leased or occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

**"Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied or Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

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

Please describe any differences between the planned and actual households served:

The organization served fewer households than planned in FY2024. This is due to lingering operational, administrative, and housing market challenges which affected many organizations in the wake of the Pandemic. However, the organization developed and implemented several strategies to continue increasing its utilization during FY2024, and was able to increase its MTW compliance from 97% to 103% over the fiscal year.

Public Housing increased households served by 3% over the fiscal year -- in July 2023, households served was 5,525 and by June 2024 leasing increased to 5,713. Voucher program

Please describe any differences between the planned and actual households served:

increased utilization by 9% -- in July 2023, leasing was at 10,414 and by June 2024 leasing was 11,370.

Local Non-traditional households served as expected. In June 2024, 2,222 were served. The annual fiscal year average was 2,154. The FYE 2024 households served is reported in this table to ensure it matches with the Household Size table in Section II. D. ii. Maintain Comparable Mix. For MTW baseline reporting, the 2,154 annual average should be used and is reflected in the Certification of MTW Statutory Compliance section of this report.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY (NAME and NUMBER)	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Planned^^	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Actual	NUMBER OF HOUSE-HOLDS SERVED Planned^^	NUMBER OF HOUSE-HOLDS SERVED Actual
Tenant-Based	Name/#	NA	NA	NA	NA
Property-Based	FY2011-1e: Preservation & Expansion	25,852	26,664	2,154	2,222
Homeownership	Name/#	NA	NA	NA	NA
Planned and Actual Totals		25,852	25,848	2,154	2,222

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

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

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
Program Name/Services Provided	NA	NA

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

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	The organization steadily increased staffing levels and skills over the last fiscal year through creative hiring strategies. These new recruitment techniques along with onboarding new make ready

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
	<p>vendors have allowed unit vacant turnover to decrease by 42%. As a result, FYE2024 occupancy increased by 4.5% for an average of 95.7% and experienced a 10 point increase in average NSPIRE score of 85. Opportunity Home experienced a financial shortfall due to inflation and costs of materials and labor and therefore is exploring various avenues to improve costs to include standardization of materials, increasing competitive bids and implementing preventive maintenance techniques. Furthermore, Opportunity Home is implementing several rent collection initiatives to assist residents in paying their rent.</p>
MTW Housing Choice Voucher	<p>The organization steadily increased staffing levels and skills over the fiscal year and also successfully implemented an Owner Incentive Program, which provided up to \$500 to owners who lease to voucher holders as the budget allowed. The department also held several Lease-up Fairs that invited voucher holders and landlords with vacancies to one location to assist in the success rate of those issued vouchers. This, along with higher payment standards, may have contributed to the increase in lease-ups for the year, resulting in an overall increase of almost 1,000 households after attrition. Towards the end of the year, the reduction in vouchers issued on the streets was reviewed to maintain current lease-up levels for the next fiscal year budget.</p>
Local, Non-Traditional	<p>Over the fiscal year, Beacon Communities successfully transitioned four additional properties to LNT. The department has increased its marketing strategy by attending community resource fairs and running move-in specials to increase occupancy. Beacon Communities has maintained consistent LNT occupancy despite the eviction of residents with rent delinquency over 60 days old.</p>

Section II. C. Waiting List Information

Section II. C. i. Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST STATUS (OPEN, PARTIALLY OPEN OR CLOSED)	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Accessible Unit	For applicants who require a 504 accessible unit	1,989	Open	Yes
East Meadows PBV	Project Based Voucher Site Based	15,847	Closed as of 6/21/21	No
Elderly Mix Public Housing	For applicants who are 62 and above or who have a documented disability (they may be under the age of 62).	5,310	Open	Yes
Emergency Housing Voucher WL	This waitlist is used exclusively for EHV referrals from our partner SARAH.	7	Private waitlist not open to public, used for EHV referrals	No
Family Public Housing	For applicants who are in families	36,106	Open	Yes
Gardens at San Juan Square PBV	Project Based Voucher Site Based	34,484	Closed as of 6/21/21	No
Income Based Housing Assistance Program (IBHA)	Project Based / Site-based	177	Open	Yes
La Posada Mod Rehab	Site-based	42,519	Currently closed as of 8/13/23	Yes
PBV Referred Beacon	Project Based Voucher Site Based	0	Not open to public, used for S8 Special Referrals	No
Prospect Hill Mod Rehab	Site-Based	1,862	Currently closed as of 8/13/23	Yes
Public Housing (Site-based)	Public Housing Waiting List Households	32,336	Closed	Yes

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST STATUS (OPEN, PARTIALLY OPEN OR CLOSED)	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Section 8 Tenant Voucher	Voucher	17,125	Open enrollment between 11/1/2023 through 11/15/2023, currently closed	Yes, partially
Serento Mod Rehab	Site-Based	28,845	Currently closed as of 8/13/23, no longer contracted with S8	Yes
Wheatley Park Senior PBV	Project Based Voucher Site Based	964	Closed as of 8/13/23	No

Please describe any duplication of applicants across waiting lists:

As of July 1, 2024 the total number of unique applicants is 115,816.

Section II. C. ii. Actual Changes to Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
Income Based Housing Assistance (IBHA)	<p>The Income Based Housing Assistance (Elderly) waitlist went live on May 24, 2024. The IBHA (Elderly) waitlist remains open; however, the activity has not been implemented yet (FY23-1 Income Based Housing Assistance Program (IBHA)).</p> <p>The organization planned to implement this activity for a new construction property to ensure the new development would have the same tenant protections as public housing; however, after further consideration and the complexities of administering it under local non-traditional, the organization is considering leveraging the modified project-based vouchers instead. This activity will remain not implemented until a decision is made and approved by the appropriate HUD mechanisms. Applicants will be drawn at that time.</p>

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
Section 8 Tenant Voucher	This Housing Choice Voucher waitlist was open for 15 days in November 2023. After open enrollment closed, 15,000 applications were randomly selected. Open enrollment was for 15 days beginning November 1-15, 2023. There were a total of 15,267 applicants who applied, 267 applicants were not selected.

Section II. D. Information on Statutory Objectives and Requirements

Section II. D. i. 75 percent of Families Assisted Are Very Low Income

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	622
49%-30% Area Median Income	173
Below 30% Area Median Income	147
Total Local, Non-Traditional Households Admitted	942

Section II. D. ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)

FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	2,617	3,952	NA	6,569	36%
2 Person	873	2,134	NA	3,007	16%
3 Person	998	2,338	NA	3,336	18%
4 Person	730	2,004	NA	2,734	15%
5 Person	401	1,178	NA	1,579	9%
6 Person	317	917	NA	1,234	7%
TOTAL	5,936	12,523	NA	18,459	100%

* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA and/or unrelated to the MTW PHA's local MTW program. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below. MTW PHAs must continue to adhere to all fair housing obligations as detailed in the MTW Certifications of Compliance.

Please describe the justification for any "Non-MTW Adjustments" given above:

There are no non-MTW Adjustments to the distribution of household sizes. Baseline percentages of household sizes to be maintained were established using the most complete historical dataset that included household size. The reported data in the organization's FY 2011-2012 report for FY2011-1e Activity was used to set the baseline-- this is a snapshot of occupancy as of June 30, 2012.

MIX OF FAMILY SIZES SERVED (in Plan Year)

FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	36%	7,946	41%	14%
2 Person	16%	3,779	20%	22%
3 Person	18%	2,972	15%	-14%



4 Person	13%	2,247	12%	-10%
5 Person	8%	1,325	7%	-14%
6 Person	6%	1036	5%	-11%
TOTAL	100%	19,305	100%	

**The “Baseline Mix Percentage” figures given in the “Mix of Family Sizes Served (in Plan Year)” table should match those in the column of the same name in the “Baseline Mix of Family Sizes Served (upon entry to MTW)” table.

^The “Total” in the “Number of Households Served in Plan Year” column should match the “Actual Total” box in the “Actual Number of Households Served in the Plan Year” table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the “Total” number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

- (1) Demographic Change: The City of San Antonio continues to see significant demographic change that justifies the variation. First, there has been an increase in the proportion of the population aged 62 years and older and a decrease in the proportion of its population under 18 years old. Second, the city has seen a decrease in the proportion of households and families below the poverty level who have children. Both of these demographic shifts are consistent with the increase in one- and two-person households and the decrease in three-plus person households. These shifts in demographics are also evident among households served by Opportunity Home through MTW.

		2016-2020 Estimates	2011-2015 Estimates	Statistical Significance	Percent Change
Population	Under 18 years	24.8%	25.9%	Yes	-4%
	62 years and over	15.2%	14.0%	Yes	9%

Source: American Community Survey Comparative Demographic Estimates (CP05); 2018 and 2013 Five-Year Estimates

		2016-2020 Estimates	2011-2015 Estimates	Statistical Significance	Percent Change
Households by Type	Households with one or more people under 18 years	33.1%	36.2%	Yes	-9%
Percentage of	With related	20.0%	23.2%	Yes	-14%

families and people whose income in the past 12 months is below the poverty level	children of the householder under 18 years				
Source: American Community Survey Comparative Social Estimates (CP02) and Comparative Economic Estimates (CP03); 2020 and 2015 Five-Year Estimates					

- (2) **Housing Market Change:** The City of San Antonio continues to see shifts in the proportion of housing units with no bedrooms and one bedrooms while also experiencing a decrease in the proportion of units with three bedrooms.

		2016-2020 Estimates	2011-2015 Estimates	Statistical Significance	Percent Change
Bedrooms	Total housing units	555,138	535,145	Yes	
	No bedroom	3.30%	2.40%	Yes	4%
	1 bedroom	17.10%	16.60%		38%
	2 bedrooms	24.30%	24.50%		3%
	3 bedrooms	37.90%	39.00%	Yes	-1%
	4 bedrooms	15.00%	15.20%		-3%
	5 or more bedrooms	2.40%	2.30%		-1%
Source: American Community Survey Comparative Housing Estimates (CP04); 2020 and 2015 Five-Year Estimates					

Section III. D. iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY (NAME and NUMBER)	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF-SUFFICIENCY
FY2014-6: Rent Simplification	124	Definition: PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months.
FY20-1: College and University Homeless Assistance Program	0	
Across all PH and HCV households under MTW	133	

MTW ACTIVITY (NAME and NUMBER)	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF-SUFFICIENCY
	124	(Households Duplicated Across MTW Activities)
	133	Total Households Transitioned to Self-Sufficiency

* Figures should match the outcome reported for all activities where the goal of increased self-sufficiency is used in Section IV of this Annual MTW Report.



Section III | Proposed MTW Activities

All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'.



Section IV | Approved MTW Activities

This section includes a report out on all MTW Activities by their status.

Summary

Below is a list of approved MTW activities in the implemented status for FY2024.

MTW Activity	Implementation Status
11-1e- Preservation and Expansion of Affordable Housing	Implemented/Ongoing
11-9- Allocate tenant-based voucher set-asides for households referred by non-profit sponsors who provide supportive services	Implemented/Ongoing
13-4- HQS Inspection of Opportunity Home-owned non-profits by Opportunity Home inspectors	Implemented/Ongoing
14-3- Faster Implementation of Payment Standard Decreases (HCV)	Implemented/Ongoing
14-6- HCV Rent Reform	Implemented/Ongoing
15-2- Elderly Admissions Preference at Select Public Housing Sites	Implemented/Ongoing
15-3- Modified Project Based Vouchers	Implemented/Ongoing
19-1- Local Implementation of SAFMR	Implemented/Ongoing
19-2- Alternate Recertification Process (PH and HCV)	Implemented/Ongoing
20-1- College & University Homeless Assistance Program	Implemented/Ongoing
21-1- Next Step Housing Program (THRU Project)	Implemented/Ongoing
21-2- Limiting increases in rents	Implemented/Ongoing
22-1- Opportunity Home Partnerships Providing Basic Needs for Residents Through Income Exclusions	Implemented/Ongoing
23-1 FY2023-1 Property-based local, non-traditional rental subsidy program (referred to locally as PH-like)	Not Implemented. Preparing to modify.



Section IV. A. Implemented Activities

FY2011-1e | Preservation and Expansion of Affordable Housing

Plan Year Approved, Implemented, Amended

This activity was approved and implemented in the FY 2010-2011 MTW Plan.

Description/Impact/Update

Description: This activity is designed to increase housing choices. It operationalizes the preservation and expansion policies adopted in FY2011, by utilizing the local, non-traditional unit authorization under Opportunity Home's broader uses of funds authority and securing the approval to combine RHF funds into the MTW block grant to construct new affordable units (defined as units reserved for households with income at or below 80% area median income or AMI). While Opportunity Home may develop new communities with market-rate units in addition to affordable units; this activity does not authorize the use of RHF funds for the development of those market-rate units. It is also important to note that Opportunity Home's flexibility to construct and/or preserve new Section 8/9 units are authorized under the single-fund flexibility only and outcomes are reported in the sources and uses section of this report (Section V). The only units authorized under this activity are units reserved for households with income at or below 80% AMI that are non-Section 8/9.

Impact & Update: This activity is implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. All outcomes have met the benchmarks and no explanation is therefore necessary.

This fiscal year, the organization used MTW flexibilities to expand affordable housing at 1 new property (Bristol at Somerset - 348 units) and preserve affordable housing units at 3 multi-family properties (Villa de San Alfonso, Legacy at Crown Meadows, Midcrowne - Total of 378 units). As a result, the organization served 2,195 households under the Local, Non-traditional category.

MTW Local Non-Traditional Household (LNT) Tracking: LNT Households are defined as Households living in a unit that is Non-Section 8/9, reserved for 80% AMI and below, and has MTW funds invested in it. Below is the summary by property.

Expansion Details				
Property	Fiscal Year Added	Total Units	Affordable Units (80% AMI) - Non Section 8/9	FY2024 Unit Month Average LNT Households
The Park at Sutton Oaks	FY2014	208	113	58
Gardens at San	FY2015	252	158	69



Expansion Details				
Property	Fiscal Year Added	Total Units	Affordable Units (80% AMI) - Non Section 8/9	FY2024 Unit Month Average LNT Households
Juan Square				
East Meadows I	FY2017	215	77	33
East Meadow II	FY2020	119	53	20
Legacy at Alazan	FY2022	88	40	33
Tampico	FY2022	200	136	112
Bristol at Somerset	FY2024	348	348	236
GRAND TOTAL		1,430	925	561

Preservation Details				
Property	Fiscal Year Added	Total Units	Affordable Units (80% AMI) - Non Section 8/9	FY2024 Unit Month Average LNT Households
Rosemont at Highland Park	FY2021	252	232	102
Costa Valencia	FY2022	230	230	78
San Juan Square II	FY2023	144	90	93
Woodhill	FY2023	532	469	222
The Ravello	FY2023	252	252	177
Bella Claire	FY2023	67	67	59
Towering Oaks	FY2023	128	128	66
Churchill Estates	FY2023	40	40	32
Claremont	FY2023	4	4	2
Warren House	FY2023	7	7	5
Homestead	FY2023	157	157	98
Monterrey Park	FY2023	200	200	157
La Providencia	FY2023	90	90	76
Castle Point	FY2023	220	220	197
Villa de San Alfonso	FY2024	29	29	17
Legacy at Crown Meadows	FY2024	192	192	150



Preservation Details				
Property	Fiscal Year Added	Total Units	Affordable Units (80% AMI) - Non Section 8/9	FY2024 Unit Month Average LNT Households
Midcrowne	FY2024	196	157	103
GRAND TOTAL		2,740	2,564	1,634

HUD Standard metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	0	348 (Bristol at Somerset)	Benchmark met

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	0	378 (Villa de San Alfonso, Legacy at Crown Meadows, Midcrowne)	Benchmark met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2011-9 | Allocate set-asides of tenant-based vouchers for households referred by non-profit partners who will provide supportive services to those households

Plan Year Approved, Implemented, Amended

This activity was approved and implemented in the FY 2010-2011 MTW Plan.

Description/Impact/Update

Description: Opportunity Home allocates set-asides of tenant-based vouchers for households referred by non-profit partners who commit to provide supportive services. The set-asides are for households with specific priority needs, such as those who are homeless. Current partners are the Center for Health Care Services (CHCS), San Antonio Metropolitan Ministries (SAMM), and South Alamo Regional Alliance for the Homeless (SARAH) aka Close to Home. Partners provide a needs assessment of the household in order to qualify and certify them as homeless as defined by HUD. Once the household is determined eligible by the partners, the household is referred to Opportunity Home and placed on the waiting list. When the household is selected from the Opportunity Home waiting list, Opportunity Home processes all referrals in accordance with HUD guidelines and the Opportunity Home voucher program Administrative Plan. The household is scheduled for an appointment with Opportunity Home staff to determine eligibility. Once the household is determined eligible they complete documents necessary for processing. One requirement of the program is that partners provide intensive case management for one year to every household participating in the program. Partners provide reports to Opportunity Home on a quarterly basis.

Impact & Update: This activity is fully implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. Utilization of set-asides has increased since last year. In addition, the organization allocated an additional 150 vouchers for Close to Home (formerly known as South Alamo Regional Alliance for the Homeless (SARAH)). The organization continues to work with partners to lease-up set-asides.

HUD Standard metrics

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of households receiving services aimed to increase housing choice (increase).	0	Up to 490	389	Benchmark not met; Allocated an additional 150 vouchers for Close to Home and will be working to continue utilization.



Opportunity Home metrics

Median Tenure

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Median tenure or length of stay in the set-aside program	2 year	2 years	4.4 years	Benchmark met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: The organization continues to work with partners to ensure utilization.



FY2013-4 | HQS Inspection of Opportunity Home-owned non-profits by Opportunity Home inspectors

Plan Year Approved, Implemented, Amended

This activity is designed to reduce cost and increase cost effectiveness, and was originally approved as part of the FY 2012-2013 MTW Plan. Implementation began on January 1, 2013.

Description/Impact/Update

Description: This activity allows Opportunity Home inspectors (instead of third-party contractors) to inspect and perform rent reasonableness assessments for units at properties that are either owned by Opportunity Home under the organization's non-profit portfolio, Beacon Communities, or owned by an Opportunity Home-affiliate under the organization's partnerships portfolio.

Impact & Update: This activity is implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. All outcomes have met the benchmarks and no explanation is therefore necessary.

HUD Standard metrics

CE #1 | Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Total cost of the task in dollars (decrease).	\$76.32 per inspection	\$55.46 per inspection	1,897 inspections \$39,571 savings	Benchmark met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.

FY2014-3 | Faster Implementation of Payment Standard Decreases

Plan Year Approved, Implemented, Amended

This activity is designed to reduce cost and increase cost effectiveness, and was originally approved as part of the FY 2013-2014 MTW Plan.

Description/Impact/Update

Description: Currently, when Fair Market Rent (FMR) is reduced and the payment standard is adjusted accordingly, the reduced payment standard is applied at each participant's second regular reexamination. This activity will allow Opportunity Home to apply the lower payment standards at each participant's next reexamination (Move, Interim and/or Annual reexaminations). If the participant's rent portion increases as a result of applying the new payment standard, Opportunity Home will provide the participant a 30-day notice of rental increase. The per unit cost will be calculated by the total housing assistance payments divided by the total number of units leased each month. The housing assistance payments expense will be obtained from the monthly financial statements and the total units will be obtained from the Unit Month Report.

Impact & Update: The SAFMRs all increased in FY2024; therefore, this waiver was not utilized during the fiscal year.

HUD Standard metrics

CE #1 | Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Total cost of the task in dollars (decrease).	12,129 Annual Average Households Served (FY2014) multiplied by \$568.43	12,129 Annual Average Households Served (FY2014) multiplied by \$568.43	NA	NA

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.

FY2014-6 | HCV Rent Reform

Plan Year Approved, Implemented, Amended

Previously approved

This activity was approved as two separate activities and subsequently combined into one activity. (FY2014-6: Rent Simplification (HCV) and FY2015-4: Simplified Utility Allowance Schedule)

Both activities are designed to work together to reduce cost and increase cost effectiveness. For FY 2014-6 Rent Simplification, the Agency received HUD approval as part of the FY 2013-2014 Plan and began implementation in July 2014. For FY 2015-4: Simplified Utility Allowance Schedule, the Agency received HUD approval as part of the FY2014-2015 MTW Plan and began implementation in January 2015.

This activity is designed to meet the statutory objective of increasing cost effectiveness, and was originally approved as part of the FY 2014-2015 MTW Plan.

Description/Impact/Update

Description: This activity has two elements: (1) simplified rent calculation (previously approved under FY2014-6: Rent Simplification) and (2) simplified utility allowance schedule (previously approved under FY2015-4: Simplified Utility Allowance Schedule)

(1) Rent Simplification Description: Previously, rent calculation was based on 30% of the participant's adjusted monthly income. This activity lowers the percentage used to calculate rent to 27.5% of monthly gross income for all MTW HCV participants and new admissions, and eliminates deductions (i.e., medical and child care) with minimal impact to the participant's rent portion. Additionally, the organization will not disregard the participant's income using the traditional Earned Income Disallowance (EID) calculation.

The per-unit cost will be calculated by the total housing assistance payments divided by the total number of units leased each month. The housing assistance payments expense will be obtained from the monthly financial statements and the total units will be obtained from the Unit Month Report. The organization will conduct time studies to verify the number of hours that staff spends calculating tenant rent portion. The quality control score will be obtained from an Access database.

(2) Description: Prior to this activity, the Agency conducted annual reviews and periodically re-established a Utility Allowance Schedule to represent reasonable utility cost expectations as part of a tenant's lease. The Utility Allowance Schedule is based on utility surveys and analysis of the type of structure, bedroom size, appliances provided by the tenant, and type of appliances (gas/electric).

This activity establishes a new, simplified schedule that is based on the analysis of data collected from the organization's existing HCV portfolio including the most common structure and utility types. The simplified schedule reduces administrative costs associated with the traditional method of applying a Utility Allowance Schedule. Specifically, the activity will allow the HCV department to be more cost



effective by reducing staff time spent on calculating multiple utility schedules for 6 different structure types plus various utility types such as gas, electric or propane.

The simplified utility allowance schedule is also anticipated to benefit property owners, who will have a more accurate understanding of the total gross rent to be applied to their properties, and to benefit participants, who will be able to use this new schedule to clarify gross rent in their selection of housing units.

The new utility allowance schedule is implemented at the time of recertification, interim or change of unit. The schedule will be applied to the lesser of these two options:

- the actual size of the unit, or
- the size of the voucher.

The flat utility allowance will not be granted in the case of tenant-provided appliances, which are not considered tenant-supplied or -paid utilities. The organization will continue to use current market consumption data to determine when adjustments to the simplified schedule are needed (upon change of more than 10% in rates).

Hardship Policy: Households that experience a rent increase of \$26 or more due to the rent simplification calculation will be granted a hardship exemption and have the household's TTP calculated in accordance with 24 CFR 5.628 (i.e., non-MTW TTP calculation). Participants who are granted a hardship exemption will remain exempt until their rent portion falls below the \$26 threshold. Hardship exemptions under this provision will be verified at each recertification.

On June 13, 2019, the Agency received HUD approval to extend these MTW Agreement provisions to its HUD-VASH program. The Agency implemented the extension of this waiver to the HUD-VASH Program in FY2020.

Impact & Update: This activity is implemented, ongoing, and on schedule. There are no concerns with the cost-savings indicator. The organization did see an increase in the error rate. High staff turnover and the resulting lost knowledge base contributed to data entry mistakes, which in turn caused the error rate to increase. New QA/QC procedures have been implemented to ensure utility allowance rates are being correctly input. The organization continues to see turnover decreases and anticipates in FY2025, the error rate will decrease as well.

HUD Standard metrics

CE #1 | Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Total cost of the task in dollars (decrease).	1 hours per processed file	.25 hours per processed file	5,177 files processed \$109,921 in savings	Benchmark met



CE #3 | Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Average error rate in completing a task as a percentage (decrease).	11%	5%	39%	Benchmark not met

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of households transitioned to self sufficiency (increase). HCV household utilizing a zero HAP voucher for at least 6 months.	0	0	124	Benchmark met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: Adjusted the Benchmark for CE #3 to 5%. Last year, it was adjusted to 40% due to long term staffing issues the organization was faced with. Most of the staff are new, and turnover remains high. This contributes to the higher than normal error rate. However, the target is being reverted back to 5% as the organization continues to stabilize staff turnover rates.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: The benchmark for indicator CE #3 was not met. The same issues, which contributed to the high error rate during the previous fiscal year, are still present. High staff turnover and the resulting lost knowledge base contributed to data entry mistakes, which in turn caused the error rate to remain above the benchmark.

FY2015-2 | Elderly Admissions Preference at Select Public Housing Sites

Plan Year Approved, Implemented, Amended

This activity is designed to meet the statutory objective of increasing housing choices for low-income families and was originally approved as part of the FY2014-2015 MTW Plan and implemented November 1, 2014.

Description/Impact/Update

Description: This activity establishes a 4-to-1 elderly admissions preference at specific communities in order to increase housing choices for elderly households.

The goal of the activity is to address continuing concerns of elderly residents at specific communities regarding lifestyle conflicts between elderly and non-elderly residents. Property Management's ability to address these conflicts is reduced significantly, when the ratio of non-elderly to elderly residents rises above a certain proportion. The 4-to-1 admissions preference is proposed in order to create and maintain an optimal mix of elderly and non-elderly residents in each community.

The idea of an optimal mix is based on research of the reaction to a 1995 Massachusetts law that attempted to limit the percentage of non-elderly disabled tenants living in state-funded elderly housing. In 2002, the Massachusetts Office of Legislative Research provided an update on the success of the 1995 law, which had established optimal proportions of 86.5% elderly and 13.5% non-elderly residents. Housing officials reported that the law had been largely successful in:

1. reducing the number of problems that arise from these mixed populations sharing the same housing;
2. slowing what had been a sharply increasing rate of non-elderly disabled households moving in, and
3. reducing the relatively high percentage of non-elderly disabled tenants in certain projects.

Housing advocates, however, suggested that the optimal proportion should be 80% elderly and 20% non-elderly residents. This MTW activity, FY2015-2, adopts that suggested 80/20 ratio both for its admissions preference as well as for its ultimate unit mix.

In practical terms, this activity allows the selection of four elderly applicants from the waiting list before selecting a non-elderly applicant from the waiting list, until such time as an optimal mix of elderly and non-elderly disabled residents is reached for the community. The organization will use a waiting list preference for elderly families to ensure properties are able to reach the target 80/20 ratio. No residents will be required to relocate in order to meet these targets. The Agency is not establishing a date by which to achieve the 80/20 target, and will rely solely on the normal resident turnover process to gradually transition the population balance.

When a property reaches its target 4-to-1 ratio of elderly to non-elderly residents, the organization will start to draw applicants using a 1-to-1 ratio of elderly to non-elderly applicants in order to maintain the overall 4-to-1 balance. Should the mix ever tip in the other direction and start to house elderly residents at a higher ratio than 4-to-1, then the organization will draw non-elderly disabled residents at a higher rate than elderly residents in order to maintain the overall 4-to-1 balance.

Impact & Update: This activity is implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. During FY 2023-2024, the agency has been focused on overall occupancy and reducing timeframe for vacancy turnover in an effort to increase occupancy percentages. The agency was able to achieve a 97% occupancy rate in September 2023 as a result of the concerted efforts. In addition, Opportunity Home created a Small Family Preference (SFP) referral in November 2022 to serve elderly, disabled, displaced, and homeless individuals. The prioritization of the SFP referral process has also likely contributed to the drop in 80/20 ratios at these properties. Lastly, as Marie McGuire was added on as an 80/20 property in 2022, the benchmark continues to be a work in progress.

HUD Standard metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). (Over 62 years of age)	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	314	Benchmark met
Total	231	378	314	
Fair Avenue	110	173	146	
WC White	38	60	50	
Lewis Chatham	60	95	90	
Marie McGuire	23	50	28	

Opportunity Home metrics

Elderly Household Percentage

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Percentage of units occupied by	Percentage of units	Expected	68%	Benchmark



HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). (Over 62 years of age)	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	314	Benchmark met
Total	231	378	314	
Fair Avenue	110	173	146	
WC White	38	60	50	
Lewis Chatham	60	95	90	
Marie McGuire	23	50	28	

Opportunity Home metrics

Elderly Household Percentage

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
elderly households	occupied by elderly households prior to implementation of the activity	percentage of units occupied by elderly households after implementation of the activity		not met
Total	51%	80%	68%	
Fair Avenue	51%	80%	70%	
WC White	51%	80%	69%	
Lewis Chatham	51%	80%	77%	
Marie McGuire (added FY22)	34%	80%	45%	

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2015-3 | Modified Project Based Vouchers (MPBVs)

Plan Year Approved, Implemented, Amended

This activity was approved in FY 2014-2015 and implemented in the same fiscal year. It has been amended two times since implementation.

FY 2019-2020 Amendments:

- Allocated eighty (80) additional project-based vouchers to support the follow initiatives:
 - THRU Project: Up to ten (10) modified PBVs at Opportunity Home properties will be committed to support a local non-profit organization, THRU Project, in their mission to help foster youth aging out of the foster care system.
 - Family Homeless: Up to twenty (20) modified PBVs at Opportunity Home properties will be committed to support the South Alamo Regional Alliance for the Homeless (SARAH). SARAH is the local Continuum of Care Lead Agency charged to create an improved service system that effectively provides support, coordination, and housing to all homeless populations within San Antonio and Bexar County, with a primary focus on moving individuals and families out of homelessness efficiently and permanently.
 - Beacon Communities or Partnerships: Up to fifty (50) modified PBVs at one of Opportunity Home's Beacon or Partnership properties. These units will support a new workforce initiative as outlined in the proposed activity, FY2020-4: Time-Limited Workforce Housing Pilot Program.
 - Beacon Communities: Up to thirty (30) modified PBVs at a new Opportunity Home - Beacon development. These units will support a new homeless college program as outlined in the proposed activity, FY 2020-2: St. Phillips College Homeless Program (SPC-HP).
- Adopted an alternative waitlist policy for the modified PBVs committed that support the THRU Project, Family Homeless Initiative, Workforce Initiative, and St. Phillips College Homeless Program so that the units would be reserved for direct referrals from these partners. (24 C.F.R. 983.251: How participants are selected)
- Received waiver to remove the twenty-five percent (25%) per project cap for the Agency's modified project based units.

FY 2020-2021 Amendments:

- Relocated ten (10) MPBVs previously approved under this activity to a new activity, FY 2021-1: Next Step Housing Program (THRU Project).
- Removed the plan to commit 30 modified project based vouchers to support a college homeless program at a tiny home development. This development is no longer moving forward.
- Committed 44 modified project based vouchers at a new development. 100 Labor, an approximately 213-unit multifamily project, is located at 100 Labor Street. The project is



expected to cost approximately \$54,599,095. This project is planned to receive gap financing through the Agency's Moving to Work funding flexibility.

- Family Homeless: Twenty (20) MPBVs were allocated to Rosemont at Highland Park, a property in the Agency's Beacon Communities Portfolio. Due to lack of vacancies, the Agency plans to allocate these vouchers across multiple properties to ensure they are utilized and occupancy needs are met.
- FY2020-4: Time-Limited Workforce Housing Pilot Program: Fifty (50) PBVs have been allocated to St. John's Square, a new property to be constructed under the Agency's Partnerships Portfolio.
- Received waiver to determine contract rents and increases and to determine the content of contract rental agreements that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. In alignment with the agency's goal to increase housing choice, this waiver also allows the organization to analyze the MAFMRs and SAFMRs and use the higher payment standard on future MPBV contracts.
- Received waiver to remove the requirement that an independent entity must determine the initial contract rent and annual redetermination of rent. This waiver allows the organization to determine the contract rent in accordance with PBV regulations. Current regulations require the organization to rely on a third-party to initiate the HAP contract and adjust the rent at any request for rental increase. PBV regulations for determining rent to owner, on the other hand, specify that the amount of rent to owner must be set at the lower of:
 - an amount based off payment standard minus UA;
 - the reasonable rent (determined by a third party); or
 - the rent requested by the owner.

Description/Impact/Update

Description: This activity modifies the standard Project Based Voucher program in two ways. First, this activity allows the organization to commit vouchers to developments in the organization's new and existing properties. The vouchers increase the number of units that are affordable to households based on their actual ability to pay. For example, a tax credit rent affordable to a 30% AMI household will be affordable to a 4-person household earning \$17,640 or more. However, many households earn much less than that, and a 4-person household earning \$10,000 (typical for Opportunity Home-assisted households) is not able to afford a tax credit rent affordable to a 30% AMI household. the organization may commit vouchers to any Opportunity Home owned or controlled development. This activity applies only to commitment of vouchers to Opportunity Home owned or controlled units. Any commitment of vouchers to privately-owned developments will be made through a competitive process outside the scope of this activity.

Secondly, this activity also increases cost effectiveness by removing the automatic provision of a tenant-based voucher to a household who wishes to relocate from a unit associated with a local project based set aside voucher. The removal of the automatic provision reduces HAP costs, and also stabilizes overall occupancy at the communities where vouchers are committed. Previously, activity

FY2011-8 provided a tenant-based voucher to a household after two years in the local project based set aside unit.

Impact & Update: This activity is implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. The benchmarks have been met within a reasonable / acceptable margin. At fiscal year end, the organization had not project-based any new vouchers under this activity as planned. This activity continues to provide deeper affordability to households as a result of the income-based rents versus tax-credit restricted rents. Per the metric table, the actual AMI level of households is well below the upper AMI limit and targeted upper AMI limit.

HUD Standard metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	0	0	
				Benchmark met
Previously added units				
Gardens at San Juan Square (FY15)		31	31	
East Meadows (FY17)		8	8	
Wheatley Senior Park Senior Living (FY18)	0	36	36	
Woodhill (FY20)		10	10	
Rosemont at Highland Park (FY20)		20	20	

Median Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Median income of households living in local project based set-aside voucher units, by income bracket	AMI upper limit of households living in units	Targeted AMI upper limit of households living in units		Benchmark met



Median Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
80% AMI	80% AMI	75% AMI	NA - no households	
60% AMI	60% AMI	55% AMI	58% AMI	
50% AMI	50% AMI	45% AMI	39% AMI	
30% AMI	30% AMI	25% AMI	13% AMI	

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2019-1 | Local Implementation of SAFMR

Plan Year Approved, Implemented, Amended

This activity was approved in FY 2018-2019 and implemented in the same fiscal year.

- FY 2018-2019: Phase I was approved and implemented
 - Established 2-Tier Policy Map
 - Set a subsidy cap of \$1.5M for higher cost areas
 - Set payment standard schedule outside the 90-110% of the MAFMR and SAFMRs
 - Established an exception overlay
- FY 2019-2020: Phase II was approved and implemented
 - Expanded the number of small areas from two (2) to ten (10),
 - Eliminated the subsidy cap from Phase I,
 - Set payment standard schedule outside the 90-110% of the MAFMR and SAFMRs, and
 - Updated the exception overlay mechanism.

Description/Impact/Update

Description: This activity is designed to achieve the MTW statutory objective to increase housing choices for low-income families, by creating payment standards that better reflect market conditions in different parts of San Antonio, and so making a larger number of San Antonio neighborhoods affordable for voucher households. This activity is a local implementation of HUD’s Small Area Fair Market Rents (SAFMR).

Impact & Update: This activity is implemented, ongoing, and on schedule. This fiscal year the MTW voucher leasing increased from 10,414 in July 2023 to 11,370 in June 2024, a 9% increase. The organization is still seeing a higher proportion of households moving to areas of the jurisdiction where they previously were not (see HC#5).

HUD Standard metrics

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase). "Better" defined as	41%	41%	50%	Benchmark met



HC #5: Increase in Resident Mobility

moving to Groups
4-10

Opportunity Home metrics

Lease-up Success Rate by Post-Move Group

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Percent of vouchers issued that were leased-up within 120 days	89%	86%	Overall: 58% Group 1: 54% Group 2: 58% Group 3: 57% Group 4: 61% Group 5: 56% Group 6: 60% Group 7: 61% Group 8: 66% Group 9: 50% Group 10: 59% Group 1 EO: 44% Group 2 EO: 53% Group 3 EO: 67% Group 4 EO: 45%	This indicator is intended to help the organization monitor whether anyone grouping is experiencing relatively lower lease up success rates that may or may not be related to payment standards

Average # of days searching by Post-Move Group

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Average number of days between the date the voucher is issued and the date the request for tenancy (RTA) is approved.	58 days	58 days	Overall: 85 Group 1: 90 Group 2: 86 Group 3: 82 Group 4: 86 Group 5: 94 Group 6: 78 Group 7: 86 Group 8: 76 Group 9: 94 Group 10: 68 Group 1 EO: 74 Group 2 EO: 46 Group 3 EO: 136	This indicator is intended to help the organization monitor whether anyone grouping is experiencing relatively lower lease up success rates that may or may not be related to payment standards



HC #5: Increase in Resident Mobility

Group 4 EO: 123

Average HAP by Group

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Average Housing Assistance Payment by Group		Group 1: \$601	Overall: \$798	This indicator is intended to help the organization monitor whether anyone grouping is experiencing relatively lower lease up success rates that may or may not be related to payment standards
	Group 1: \$601	Group 1 - EO: \$609	Group 1: \$625	
	Group 1 - EO: \$609		Group 2: \$678	
	Group 2: \$608	Group 2: \$608	Group 3: \$784	
	Group 2 - EO: \$591	Group 2 - EO: \$591	Group 4: \$760	
	Group 3: \$614		Group 5: \$919	
	Group 4: \$620	Group 3: \$614	Group 6: \$842	
	Group 5: \$690	Group 4: \$620	Group 7: \$1014	
	Group 6: \$603	Group 5: \$690	Group 8: \$1254	
	Group 7: \$707	Group 6: \$603	Group 9: \$1252	
	Group 8: \$847	Group 7: \$707	Group 10: \$1163	
	Group 9: \$755	Group 8: \$847	Group 1 EO: \$570	
	Group 10: \$876	Group 9: \$755	Group 2 EO: \$684	
		Group 10: \$876	Group 3 EO: \$728	
			Group 4 EO: \$486	

Households moving to a better neighborhood by Post-Move Group

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Percentage of households self-reporting that they consider the unit for which they submitted a request to be in a better neighborhood than their current place of residence on post-move surveys (increase).	87%	87%	In FY2024, the organization may adjust the metric and/or baselines and benchmarks to reflect the new data collection effort through a new surveying function	Due to the pandemic, the survey used for this indicator was put on hold. The organization has developed a new organization-wide surveying function and is exploring the feasibility of incorporating this question or a derivative in forthcoming survey efforts.

HCV Concentration by Group



HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
HCV households living in each Group as a percentage of total renter households	Group 1: 8%	Group 1: 8%	Group 1: 6%	This indicator is intended to help the organization monitor whether anyone grouping is experiencing relatively lower lease up success rates that may or may not be related to payment standards
	Group 2: 8%	Group 2: 8%	Group 2: 6%	
	Group 3: 10%	Group 3: 10%	Group 3: 7%	
	Group 4: 3%	Group 4: 3%	Group 4: 3%	
	Group 5: 2%	Group 5: 2%	Group 5: 2%	
	Group 6: 3%	Group 6: 3%	Group 6: 3%	
	Group 7: 2%	Group 7: 2%	Group 7: 4%	
	Group 8: 0%	Group 8: 0%	Group 8: 1%	
	Group 9: 1%	Group 9: 1%	Group 9: 2%	
	Group 10: 1%	Group 10: 1%	Group 10: 1%	

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2019-2 | Alternate Recertification Process (PH and HCV)

Plan Year Approved, Implemented, Amended

This activity is designed to achieve the MTW statutory objective to reduce cost and achieve greater cost effectiveness in Federal expenditures, by providing an alternate schedule for the annual reexamination process, specific PH review procedures, and certification methods of income and assets. The use of oral verifications reduces the organization's administrative costs for postage, paper and envelopes when mailing written third party verification to the client's employer. The activity was approved in the FY 2018-2019 MTW Plan and implemented in FY 2018-2019.

In FY2023, the activity was amended as follows:

- (1) change to the alternate schedule for the housing choice voucher programs and public housing program; all households were moved to triennials.
- (2) adding alternate payment standard increase procedures.

Description/Impact/Update

Description: This activity has three main components that are designed to streamline and simplify the recertification process: (1) alternate schedule, (2) alternate public housing review procedures, and (3) alternate income verification methods. It consolidates and updates three previously approved activities related to the first two elements (FY2014-4 Biennial Reexaminations, FY2014-5 Triennial Reexaminations, and FY2016-2 Biennial and Triennial Notification of Rent Type Option) and adds a new waiver for the third element.

1) Alternate Recertification Schedule (PH and HCV)

This activity established biennial and triennial schedules for recertifications for the low income public housing and housing choice voucher programs. The Agency has been using alternative schedules since 2011. In FY2023, the agency updated the schedule for all households to triennials. Beginning FY2016, the organization created a local form with an expiration date of 39 months to replace the HUD-9886 Form with its 15 month expiration date. In the future, the organization may create its own local forms with different expiration dates or other elements to accommodate this activity.

2) Alternate PH Review Procedures (PH only)

Typically in the low income public housing program, PHAs are required to review community service requirements and inform public housing residents of the option of paying income-based rent or a flat rent on an annual cycle. Additionally, PHAs are obligated to conduct annual updates of family composition for these public housing families who have chosen to pay flat rent regardless of HUD-allowed triennial recertifications for those families.

As residents move to biennial and triennial recertification schedules, it becomes more efficient to coordinate notification and update requirements in accordance with their new recertification

schedules. Therefore, Opportunity Home proposes to conduct review procedures related to community service requirements, flat rent notice and family composition updates for PH individuals at the time of reexamination.

3) Alternate Income Verification Methods (PH and HCV)

Currently, Opportunity Home accepts self-certification for assets valued below \$5,000. In order to further streamline administrative processes, Opportunity Home will accept the family's self-certification of the value of family assets and anticipated asset income for net assets totaling \$25,000 or less. Third-party verification of assets are still required for assets totaling a value more than \$25,000.

According to HUD's Verification Hierarchy, Opportunity Home must send a form to third-party sources for verification of income if the tenant-provided documents are not acceptable or are disputed. In order to increase the rate of files completed in a timely manner, Opportunity Home will skip the third-party verification form and instead use oral third party verification when tenant-provided documents are unacceptable.

In addition to streamlining methods of document verification, Opportunity Home wanted to reduce the number of applicants re-submitting documents for approved extensions of voucher (if in HCV Program) and/or reasonable accommodations. Opportunity Home has revised its policy to extend the length of time that applicant-provided documents would be valid for verification purposes. Applicant-provided documents dated within 90 calendar days from the eligibility appointment would be valid. This does not apply to permanent documents such as social security cards, birth certificates, and identification cards.

Both methods will apply to the low income public housing and housing choice voucher programs.

On June 13, 2019, the Agency received HUD approval to extend these MTW Agreement provisions to its HUD-VASH program. The Agency implemented the extension of this waiver to the HUD-VASH Program in FY2020.

(4) Implementation of Payment Standard Increases at Request for Rental Increase (HCV)

Typically, when the payment standard amount is increased, the increased payment standard is applied at the family's next regular reexamination. In order to reduce tenant rent burden due to approved rental increases during interim recertification years, this activity allows the organization to apply the increased payment standards at each approved request for rental increase.

Impact & Update: This activity is implemented, ongoing, and on schedule. The tables below compare the baselines and benchmarks for each metric. The CE#3 error rate metric remained high during FY24.

HUD Standard metrics



CE #1 | Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of the task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	HCV: \$407,067 PH: \$234,932 Total: \$641,999 Savings: \$0	HCV: \$152,264 PH: \$78,311 Total: \$230,575 Savings: \$411,424	HCV: \$106,969 PH: \$64,088 Total: \$171,057 Savings: \$470,942	Benchmark met

CE #3 | Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage)	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	HCV: 16% PH: 45%	HCV: 16% PH: 40%	HCV: 40% PH: 39%	Benchmark not met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: The organization has addressed the backlog of recertifications and will be reviewing recertification scheduled in the coming year to balance the number of triennials processed in a given month. In addition, staff turnover has stabilized. The organization anticipates error rates to stabilize as new staff continue to complete training.



FY2020-1 | College & University Homeless Assistance Programs

Plan Year Approved, Implemented, Amended

This activity is designed to achieve the MTW statutory objective to increase housing choices, by providing homeless college students stable housing. The activity was approved in the FY 2019-2020 MTW Plan and implemented in FY 2020-2021.

Description/Impact/Update

Description: The activity supports the creation of a homeless set-aside program(s) in partnership with local college(s) and university(ies) to address the local housing needs of homeless college and/or university students.

The organization is tackling this local housing need with a tenant-based set-aside voucher. Because these set-asides will have time limits, alternative eligibility requirements, and are married to homeless college/university pilot program(s), they are managed and reported on separately from the organization's set-asides allocated under FY2011-9.

This activity enables the organization to set-aside tenant-based housing choice vouchers for households referred by Alamo community colleges. Initially, 20 vouchers were set-aside for Palo Alto College and 30 for St. Philip's College, now all 50 vouchers may be utilized at any of the 5 Alamo community colleges. The organization may set-aside additional vouchers to support additional college(s) and/or university(ies) who enter into a partnership with the organization.

Students seeking housing vouchers through the Homeless Assistance Program(s) must meet criteria outlined by the partner organization. Partner Programs may have slightly different college/university program eligibility requirements. Eligibility for Opportunity Home housing will remain consistent across all programs. Students must adhere to both sets of requirements.

Students receiving housing assistance through this set-aside must meet Opportunity Home eligibility criteria for income levels, background check and lawful residency. Students will follow all other voucher policies including MTW rent calculations (see FY2014-6: HCV Rent Reform), MTW mandatory orientation (see FY2014-2: Early Engagement), MTW alternative payment standard schedules (see FY2019-1: Local Small Area Fair Market Rent Implementation), and MTW alternative examinations (see FY2019-2: Alternate Recertification Process (PH and HCV)). Students have up to one semester after graduation to secure housing at which point students are no longer eligible for the housing voucher.

In addition, this proposed activity is designed to meet the requirements of 24 CFR 5.612 and Section 211 of the Department of Housing and Urban Development Appropriations Act, 2019, which establish



parameters within which Section 8 assistance can be provided to individuals enrolled as students in institutes of higher education. Per those parameters, Opportunity Home will not provide assistance to any student who meets all of the following criteria:

- is under 24 years of age;
- is not a veteran;
- is unmarried;
- does not have a dependent child;
- is not a person with disabilities, as such term is defined in section 3(b)(3)(E) of the United States Housing Act of 1937 (42 U.S.C. 1437a(b)(3)(E)) and was not receiving assistance under such section 8 as of November 30, 2005;
- is not a youth who left foster care at age 14 or older and is at risk of becoming homeless; and
- is not otherwise individually eligible, or has parents who, individually or jointly, are not eligible, to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f).

For purposes of determining the eligibility of a person to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f), any financial assistance (in excess of amounts received for tuition and any other required fees and charges) that an individual receives under the Higher Education Act of 1965 (20 U.S.C. 1001 et seq.), from private sources, or an institution of higher education (as defined under the Higher Education Act of 1965 (20 U.S.C. 1002)), shall be considered income to that individual, except for a person over the age of 23 with dependent children.

If a student is determined to be independent from his/her parents, then the income of the student's parents will not be considered in determining the student's eligibility. One way for a student to be determined to be independent is to meet HUD's definition of independent child, which requires the individual to be verified during the school year in which the application is submitted as either an unaccompanied youth who is a homeless child or youth, or as unaccompanied, at risk of homelessness, and self-supporting by:

1. a local educational agency homeless liaison
2. the director of a program funded under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act or a designee of the director; or
3. a financial aid administrator.

Rental leases executed under this program will follow standards as regulated by Section 8(o)(7) of the housing act and 24 CFR 982.308-982.310. While the organization does not require standard HCV leases, the organization does ensure leases include language per HUD regulations. The organization [and its education partner] will work with the landlord to determine if the leases should have a one year or alternative term length to accommodate the school semester time frame. In addition, if Opportunity Home terminates the HAP contract due to program violations the lease will automatically terminate. Upon completion of the program, clients will not be eligible for a traditional Housing Choice

voucher. However, Opportunity Home will continue to assess if there is a need for continued assistance and will consider a preference for the HCV wait list.

Impact & Update: This activity is implemented and ongoing. The organization plans to commit an additional 50 vouchers for a total of 100 vouchers in FY2025. While utilization is not at 100%, the organization continues to work with partners for referrals. Several students successfully completed their education and graduated during the fiscal year. The organization will continue to work closely with partners to ensure utilization.

HUD Standard metrics

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number).	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Benchmark met
Number of new housing units made available	0	50	50	

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number)	Actual number of households receiving these services after implementation of the activity (number).	Benchmark not met
Households Assisted by	0	50	37 student households	



Services that
Increase Self
Sufficiency

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Benchmark not met
Households Assisted by Services that Increase Self Sufficiency	0	50	37 student households	

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2021-1 | Next Step Housing Program (THRU Project)

Plan Year Approved, Implemented, Amended

This activity is designed to meet the statutory objective of increasing housing choices. The activity was approved in the FY 2020-2021 MTW Plan.

Description/Impact/Update

Description: The housing assistance provided by the organization is intended to allocate vouchers to youth aging out of foster care who are at risk of homelessness. The voucher provides the youth the ability to lease decent, safe, affordable housing in the private housing market.

Partner Program Overview

THRU Project's Next Step Housing Program is intended to change the way former foster youth are housed in order to reduce rates of homelessness¹. It will offer housing options and mandatory life-skills courses so that 10 vetted youth through non-institutionalized living will be unified with the community. This program will be an integral component for local foster youth, in their journey to productive independence. The program is specifically designed as a graduated, systematic approach geared towards one of our community's most vulnerable populations and creates opportunities for individual growth through skill building, practical life skills, support, and ultimately our most basic need; shelter. Each placement will focus on preparing the youth for living on their own while strengthening future families and breaking the negative cycles.

The THRU project will provide a range of services, including:

1. Housing search assistance
2. Life-skills course
3. Home visits by case manager
4. Access to employment specialist
5. Participants are also required to save a percentage of personal income, on a sliding scale, so that at the end of the one year they have at least \$2,500 in savings

Activity Overview

Currently, ten (10) modified project based vouchers have been allocated and committed to Woodhill Apartments to support this partnership as approved under FY2020 amendments to the FY2015-3 Modified Project Based Vouchers activity. To date, there have been no successful placements. After a post-implementation review, the organization and partner have identified program design changes that require additional MTW waivers.

Opportunity Home is proposing to contribute up to 36 months of housing assistance to support youth being served by the Next Step Housing Program. Below is a summary of how Opportunity Home's housing assistance will provide support.

¹ Youth may currently be in extended foster care.

Year 1 (12 months)

- Youth are enrolled in the Next Step Housing Program and receive housing assistance from Opportunity Home through a modified project based voucher at Woodhill Apartments.
 - Youth will have rent calculated as prescribed in FY2014-6 Rent Reform and will also have their portion capped at \$100 -- Opportunity Home will cover any additional tenant rent portion with increased housing assistance.
 - Youth will have access to the modified project based unit and rent cap for one year only.
 - Opportunity Home will also waive the initial rent burden rule which states that when a family initially leases and the gross rent of the unit exceeds the applicable payment standard for the family, the dwelling unit rent must not exceed 40 percent of the family's adjusted income.

Years 2 and 3 (24 months)

- Once youth complete the first year (12 months) Next Step Housing Program, they will have the option of continuing on housing assistance with a traditional tenant based voucher provided by Opportunity Home.
 - Youth must be recommended by the partner for continuance in the voucher program
 - Youth will have access to the tenant-based voucher for an additional 24 months and will benefit from the choice to remain at Woodhill Apartments or move to another housing unit within Opportunity Home's jurisdiction.
 - Youth will have their tenant rent portion calculated as prescribed in FY2014-6: HCV Rent Reform (consolidates previously approved activities FY2014-6: Rent Simplification (HCV) and FY2015-4: Simplified Utility Allowance Schedule) and will NOT have their portion capped at \$100.

Alignment with other MTW activities

- Due to the nature of the program, youth will have an annual recertification every 12 months and will not follow alternative recertification processes established under FY2019-2: Alternate Recertification Process (PH and HCV).
- Youth admitted under this activity will follow the organization's alternative implementation of small area fair market rents as established under FY2019-1: Local Small Area Fair Market Rent (SAFMR) Implementation.

Impact & Update: This activity is in its second year of implementation but is still behind schedule. At the end of FY2024, the organization had five youth housed through this small program. The organization is reviewing this activity due to the continued low utilization. In addition, the organization has received 25 FYI vouchers and is waiting to learn whether another 75 will be awarded. These vouchers may be used to serve the same population.

HUD Standard metrics

HC #1: Additional Units of Housing Made Available



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	Year 1: 10 PBVs Year 2: up to 20 (10 PBVs 10 TBVs) Year 3 and beyond: up to 30 (10 PBVs, 20 TBVs)	20 PBVs committed	Benchmark met

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	Year 1: 10 youth Year 2: up to 20 Year 3 and beyond: up to 30	5	Benchmark not met

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	0	Year 1: 10 youth Year 2: up to 20 Year 3 and beyond: up to 30	5	Benchmark not met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: This pilot program has offered many opportunities for the organization to test and learn how to partner with another organization to meet the unique needs of youth aging out of foster care. The design of the housing assistance has presented challenges for students as well as property management. Students do not have location choice as a result of the project-based housing. In addition, property management has faced challenges with balancing occupancy needs with ensuring units are available for students as soon as possible. As a result, the organization is exploring utilizing recently awarded Foster Youth to Independence (FYI) vouchers to serve the same population.



FY2021-2 | Limiting increases in rents

Plan Year Approved, Implemented, Amended

This activity is designed to increase housing choices for low-income families who might be experiencing a loss of income or other economic hardship, and are unable to pay additional rent. The activity was approved in the FY 2020-2021 MTW Plan.

Description/Impact/Update

Description: The local rental market has seen unprecedented impacts from the ongoing pandemic. The original intent of the activity was to temporarily cap rental rate increases at 3% and then sunset after 24 months, or sooner, if the national funding situation improved, and the organization was able to meet MTW requirements of serving substantially the same number of households.

In FY2022 the organization reviewed this activity and determined that an increase from 3% to 5% would balance out the priority to protect clients from large rent increases with the need to support voucher holders in being competitive tenants in the rental market. In addition, the organization added a limit to the number of rental increase requests to one per year. Both were approved in the FY2022 MTW Plan.

The rental increase cap was removed in FY2023. Overall, based on metrics and feedback from landlords and tenants the organization believes the temporary cap achieved its intended impact of protecting residents during the first year of the pandemic when we were faced with unprecedented challenges. The organization believes the removal of the cap will allow tenants to be more competitive in the market.

Impact & Update: The average rent increase was \$131.32 in FY2024. This is above the benchmark of \$26.30. A factor that explains this increase is that the organization removed the rental increase limit entirely beginning June 1, 2023. The limit of one rental increase request per year is still in effect.

HUD Standard metrics



HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	230	230	N/A	The organization no longer uses a CAP amount.

Average Rent Increase

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average rent increase	\$70.16 average requested increase	\$26.30 average accepted rent increase	\$131.32 average accepted rent increase	Benchmark not met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



FY2022-1 | Opportunity Home Partnerships Providing Basic Needs for Residents Through Income Exclusions

(currently named: Opportunity Home Partnerships Providing Basic Needs for Residents Through Income Exclusions)

Plan Year Approved, Implemented, Amended

This activity is designed to meet the statutory objective of increasing housing choices. In addition, this activity is in alignment with the Agency's strategic outcome to pursue partnerships that result in residents having access to basic non-housing needs. By excluding these contributions from the annual income, clients will be able to receive additional local support and not have their housing assistance negatively impacted. The activity was approved in the FY 2021-2022 MTW Plan.

Description/Impact/Update

Description: This activity establishes an alternative policy that excludes contributions in the household's annual income calculation. Specifically, contributions received directly by the household from an Opportunity Home partner or contributions distributed to a household on behalf of an Opportunity Home partner will not be included in the households annual income for purposes of calculating rent.

Contributions covered by this policy include regular monetary and nonmonetary contributions or gifts provided by Opportunity Home partners. Examples include: (i) regular payment of a family's bills (e.g., utilities, telephone, rent, credit cards, and car payments), (ii) cash or other liquid assets, and (iii) "in-kind" contributions such as groceries and clothing provided to a family on a regular basis.

Contributions not covered by this policy include any regular monetary and nonmonetary contributions or gifts from persons not residing in the household, including from organizations not officially partnered with Opportunity Home.

Impact & Update: This activity is implemented, ongoing, and on schedule. The organization was able to exceed the expected benchmark for leveraged funds but fell short of the households receiving contributions targets. As the organization continues to engage in new partnerships, additional contributions and services will be added to the metric tracking. The organization will also be reviewing how to reach more households in the coming fiscal year.

HUD Standard metrics

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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Number of households receiving services aimed to increase housing choice (increase).	0	Estimated 1,500 served monthly or 18,000 served annually for food assistance (this may include one household being served multiple months)	13,103	Benchmark not met
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CE #4 | Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	0	Estimated \$700,000 leveraged annually for food assistance	\$1,539,278 (food assistance and in-kind value of referrals and services)	Benchmark met

Actual Non-Significant Changes: None.

Actual Changes to Metrics/Data Collection: None.

Actual Significant Changes: None.

Challenges in Achieving Benchmarks and Possible Strategies: None.



Section IV. B. Not Yet Implemented Activities

Not Yet Implemented Activities: MTW activities in which the MTW PHA is not actively engaged but is preparing to implement in the future.

FY2023-1 | Income Based Housing Assistance Program (IBHA)

Plan Year Approved, Implemented, Amended

This activity is designed to meet the statutory objectives of increasing housing choices for low-income families. The activity was approved in the FY 2022-2023 MTW Plan and is expected to be implemented in March of FY2024 when the first development that utilizes this activity, Snowden, begins leasing.

Description/Update

Background: The Agency has identified a local housing need for more affordable housing that provides income-based rents for households earning up to 80% AMI. While other housing programs (i.e. tax-credits) offer housing units with relatively affordable rents and reserve these for extremely low income households, the rents are still quite unaffordable for these households. Currently the Agency is estimating that 30% of households on its waiting list have household incomes at or below 15% AMI. An additional 40% are between 15% and 30% AMI.

Under the organization's broader uses of funds authority, Attachment D, the Agency may use MTW funding for local, non-traditional units providing that the activities meet the requirements of the MTW statute. This activity proposed the creation of a new property-based local, non-traditional MTW rental housing program.

This activity leverages existing authorizations in Attachment D and specified in FY2011-1e which allow the agency to invest MTW funds to preserve and expand affordable housing. Local, non-traditional units (LNT) are defined as units that will be rented to or sold to families whose incomes are at or below 80% of AMI, but that are not public housing or project-based Housing Choice Voucher units.

The proposed LNT program will operate in accordance with the Agency's public housing program as codified in the Admissions and Continued Occupancy Policy (ACOP). For consistency and efficiency, all public housing MTW waivers will be applied to this program unless noted otherwise. The LNT program will operate a separate waitlist and establish a local preference for existing public housing residents.

Currently, the Agency owns several real estate properties and plans to self-develop new multi-family properties at these sites. Below is the list of current new development projects. As

the Agency identifies new projects, those will be listed in the Agency's annual plans and/or reports. Projects are also listed in Appendix E: Asset Management Plan.

Expected in FY2024 or later:

- **Snowden Senior Apartments:** a 135-unit new construction apartment complex for seniors 62 years of age and older. The new development will provide a mix of one and two-bedroom units with appropriate design considerations for senior living households and is anticipated to be 100% affordable with 40% (54) of the units subsidized by this new Project-based local, non-traditional rental subsidy program.
- **Woodhill:** a 532-unit family development that is 90% affordable with 479 units reserved at 80% AMI and below and the remaining are market-rate. In FY2021, per FY 2021-1 and FY2015-3, the organization has committed 10 modified project-based vouchers at the property. In addition, the organization has 25 VASH PBVs committed. Per FY2011-1e, the organization has also invested MTW funds for preservation work resulting in 469 units added as local non-traditional units (479 affordable minus 10 MPBVs). Per this activity, 50 of the 469 units will have the PH-like program added and will continue to be counted under LNT.
- **Alazan Courts:** The organization has hired a master planner for this project. Community engagement has begun and the organization anticipates using this program as part of the re-development of the public housing property.
- **Artisan at Springview:** This new development is planned to be a 325 unit community and may include units subsidized by this program.

Impact & Update: This activity has not been implemented yet. The organization planned to implement this activity for a new construction property to ensure the new development would have the same tenant protections as public housing; however, after further consideration and the complexities of administering it under local non-traditional, the organization is considering leveraging the modified project-based vouchers instead. This activity will remain not implemented until a decision is made and approved by the appropriate HUD mechanisms.

HUD Standard metrics



HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	NA	54	NA	Not yet Implemented



Section IV. C. Activities On Hold

On Hold Activities: MTW activities that were previously implemented, that the MTW PHA stopped implementing, but that the MTW PHA plans to reactivate in the future.

Not Applicable



Section IV. D. Closed Out Activities

1. **FY2011-1 Block grant funding with full flexibility**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. In the FY 2013-2014 Plan, the activity was closed out due to its reference to the MTW Single Fund Flexibility, and not to any additional waivers.

2. **FY2011-1a Promote Education through Partnerships**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. In the FY 2013-2014 Plan, the activity was closed out because it uses only the MTW Single Fund Flexibility, and no additional waivers.

3. **FY2011-1b Pilot Child Care Program**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The pilot childcare training program ended in the fall of 2011. While the program did have some success in FY2011 in assisting 10 residents in their completion of child care training and certification, there was not enough support for the program to continue. This activity was closed out in FY 2011-2012.

4. **FY2011-1c Holistic Case Management**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. In the FY 2013-2014 Plan, the activity was closed out because it uses only the MTW Single Fund Flexibility, and no additional waivers.

5. **FY2011-1d Resident Ambassador Program**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. In the FY 2013-2014 Plan, the activity was closed out because it uses only the MTW Single Fund Flexibility, and no additional waivers.

6. **FY2011-2 Simplify and streamline HUD approval process for the development, redevelopment, and acquisition of Public Housing**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. In the FY 2013-2014 Plan, the activity was closed out because faster transaction times have reduced the need for this activity.

7. **FY2011-3 Biennial reexamination for elderly/disabled (PH)**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity has been closed out because it was replaced by new activities FY2014-4 and FY2014-5.

8. **FY2011-4 Streamline methods of verification for PH and HCV**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity has been closed out because it was replaced by new activity FY2014-1.

9. **FY2011-5 Requirements for acceptable documents for PH and HCV**

This activity was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity has been closed out because it was replaced by new activity FY2014-1.

10. **FY2011-6 Commitment of project-based vouchers (PBV) to SAHA-owned or controlled units with expiring subsidies (HCV)**

This activity was designed to increase housing choices, and was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity is proposed to be closed out because it will be superseded by FY2015-3 upon approval of this MTW Plan.

11. FY2011-7 Remove limitation of commitment on PBV so that PBV may be committed to more than 25% of the units in family developments without required provision of supportive services

This activity was designed to increase housing choices, and was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity is closed out because it has been superseded by FY2015-3.

12. FY2011-8 Revise mobility rules for PBV

This activity was designed to increase cost efficiency, and was originally approved as part of the FY 2010-2011 MTW Plan and implemented in that fiscal year. The activity is proposed to be closed out because it will be superseded by FY2015-3 upon approval of this MTW Plan.

13. FY2012-10 Biennial Reexamination for Elderly/Disabled Participants on Fixed Income (HCV)

This activity was originally approved as part of the FY 2011-2012 MTW Plan and implemented in that fiscal year. The activity has been closed out because it was replaced by FY2014-4.

14. FY2012-11 Local Project Based Voucher Program for Former Public Housing Residents

This activity was originally approved as part of the FY 2011-2012 MTW Plan but was closed out before implementation due to discussions with HUD about the RAD option.

15. FY2014-1 Streamline Reexamination Requirements and Methods (HCV)

This activity was designed to reduce cost and increase cost effectiveness, and was originally approved as part of the FY2013-2014 MTW Plan and implemented in that fiscal year. This activity was closed out as of FY2016, due to staff analysis finding that it was no longer needed.

16. FY2013-1 Time-limited Working Household Preference Pilot Program

This activity was designed to increase housing choices and promote self-sufficiency, and was originally approved as part of the FY2012-2013 MTW Plan. Implementation started in FY2014 and was closed out in FY2017.

17. FY2013-3 Standardize Section 8 and Public Housing Inspection Progress

This activity was designed to unify Section 8 and Public Housing inspection standards. The intent was to raise lower standards to a higher, uniform level. It was anticipated that UPCS (Public Housing) would serve as a model for most elements, but some were to be derived from HQS (Section 8). This activity has been on hold until now, pending results of HUD tests at other PHAs. HUD has completed the study and is now conducting a demonstration. The organization has no plans to participate in the demonstration and will implement new inspection standards for Section 8 in accordance with any new guidelines set forth by HUD. This activity was closed out as of FY2017.

18. FY2014-4 Biennial Reexaminations (HCV and PH)

This activity was approved in FY2014 and implemented in January 2014. The activity was being closed out in FY2018 and replaced with the approved FY 2019-20 Alternative Recertification Process.

19. FY2014-5 Triennial Reexaminations (HCV)

This activity was approved in FY2014 and implemented in January 2014. The activity was being closed out in FY2018 and replaced with the approved FY 2019-20 Alternative Recertification Process.

20. FY2016-2 Biennial and Triennial Notification of Rent Type Option

This activity was approved in FY2014 and implemented in January 2014. The activity was being closed out in FY2018 and replaced with the approved FY 2019-20 Alternative Recertification Process.

21. FY2014-2 Early Engagement (previously referred to as Path to Self-Sufficiency)



This activity was originally approved as part of the FY2013-2014 MTW Plan and implemented in that fiscal year. Effective March 16, 2020, the Organization implemented its Workplace Transition Plan, Transition Level 1, Emergency Operations. On June 22, 2020 the Organization transitioned to Level 2, Modified Operations. As a result, all EEP sessions were canceled. The last EEP session was held in February 2020. The activity was closed in the FY2021 Report.

22. FY2017-1 Thrive in Five

This activity was approved in December 2016 and implemented in FY2017. The activity was re-proposed to replace a previous pilot which was closed out in FY2016 (FY13-1 Limited Working Preference). This activity was closed out in the FY2021 Report.

23. FY2017-2 Restorative Housing Pilot Program

This activity is designed to promote self-sufficiency and was originally approved as part of the FY2016-2017 MTW Plan and implemented in the same fiscal year. It was a two-year pilot program that was unsuccessful in reaching the target population. The activity was closed out in the FY2021 Report.

24. FY2020-2 St. Phillips College Homeless Program (SPC-HP)

This activity was originally approved in FY2020 and designed to promote housing choices. The activity was never implemented as a result of the new development project planned for project-based vouchers was not executed. The partnership continues under the active FY2020-1 CHAP activity with tenant-based vouchers. This activity was closed out in the FY2021 Report.

25. FY2020-4: Time-Limited Workforce Housing Pilot Program (PBV)

This activity was originally approved in FY2020 and designed to promote housing choices. The activity was never implemented as a result of the new development project planned for project-based vouchers was not executed.

26. FY2015-1: MDRC / HUD Rent Study

This activity was originally approved in FY2015 as part of a study commissioned by the U.S. Department of Housing and Urban Development (HUD) to evaluate a Housing Choice Voucher (HCV) alternative rent reform policy (the "Study"). MDRC, a nonprofit and nonpartisan education and social policy research organization, conducted the Study on behalf of HUD. The study was originally scheduled to end in 2018, but was extended until FY2021 to ensure researchers are able to gather information from two triennial recertification periods. The agreement with the researchers ended in December 2021 and the last recertification was completed in March 2022. All MDRC participants were being transitioned to the rent structure as approved under FY2014-6.

27. FY2013-2 – Simplified Earned Income Disregard (S-EID)

This activity was originally implemented to support the Social Innovation Fund (SIF) Jobs Plus Pilot (referred to as Westside Jobs Plus Program)-- which ended services at Alazan and Mirasol on March 31, 2016. Households enrolled in S-EID through this pilot were grandfathered into the incentive and allowed to continue their participation in S-EID until expiration of their term. This activity was superseded by FY2024-01 Elimination of Earned Income Disregard activity closed out in the FY 2023 Report. The organization is anticipating changes as a result of HUD's HOTMA Final Rule guidelines on January 1, 2024 which will eliminate EID.

28. FY2020-3 – Family Self Sufficiency (FSS) Program Streamlining



A new HUD FSS final rule eliminated the need for this activity to address the 120-day rule. The modified contract element is still needed due to the FY2014-6 Rent Reform activity. In an effort to streamline activity reporting and group waivers working together, this waiver was moved to FY2014-6 and the FY2020-3 activity closed out in the FY 2023 Report.



Section V | Planned Application of MTW Funds

Section V. A. | Financial Reporting

Section V. A. i. | Available MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

As a block grant organization, Opportunity Home combines PH, HCV, and Capital Fund Program (CFP) funds into a single fund with full funding flexibility.

Sources of MTW Funds include the following:

- PH Operating Subsidy from HUD
- HCV Block Grant funding from HUD
- PH CFP (including DDTF) Grants from HUD
- PH Rental and Other Income represents amounts collected from residents of our PH communities for rents and other miscellaneous charges

Section V. A. ii. | Expenditures of MTW Funds in the Plan Year

Other than traditional uses for the MTW programs, consistent with the MTW plan, funds were obligated and expended to provide funding for the following:

Projects	Cumulative Expenditure as of 6/30/2024
Program Administration and Implementation of MTW Initiatives	\$ 1,721,048
Public Housing Operating Shortfall	14,472,965
Expansion of Public Housing Wi-Fi	159,840
Development of Labor Street Multifamily Property	859,257
Costa Valencia and Rosemont at Highland Park Intercompany Paydown	1,808,495
Vera Cruz Loan Payoff	471,762
Snowden Development Funding	8,316,400
Legacy at Crown Meadows (Sendero) Bond Payoff	7,282,680
Additional Impact of Compensation Study on Public Housing	1,798,226
Total	\$ 36,890,673

Section V. A. iii. | Describe Application of MTW Funding Flexibility

APPLICATION OF “MTW FUNDING” FLEXIBILITY



Below are specific program uses of the Moving to Work funds that are not covered by other authorizations reported in different sections of this report.

1. Program Administration and Implementation of MTW Initiatives

The organization uses Moving to Work funds to support the Community Development Initiatives Department for MTW program administration and implementation. These funds allow the organization to provide higher quality supportive services to residents than would otherwise be permitted by grant funding alone. In addition, the organization can more effectively engage with partners and leverage resources for the benefit of the residents.

Resident Services

- Resident Outreach
- Service Coordination
- Administration of HUD-Funded Programs
 - Family Self Sufficiency Program
 - Resident Opportunities and Self-Sufficiency (ROSS) Grant Program
 - Elderly & Disabled Services (EDS) Program
 - Jobs Plus at Lincoln Heights Grant Program
- Choice Endowment Trust
- ConnectHomeSA Digital Inclusion Program
- Opportunity Home Grant Management
- Opportunity Home Volunteer Program
- Resident Engagement Services
- Resident Council Training and Coordination
- Community-Building Events and Additional Resident Activities

Description of specific examples of uses of MTW funds

- Enhanced Resident Engagement: MTW funds will be used to enhance existing resident engagement efforts including hiring a Resident Leadership Coordinator to assist Public Housing residents in forming and running resident councils including additional planning and administrative support for the expansion of resident engagement activities.
- Food Distributions: MTW funds will be used to continue to assist with food distributions for the organization's residents.
- Jobs Plus Program: MTW funds will be used in addition to grant funds to support the administration of the Jobs Plus Program at Lincoln Heights. The Jobs Plus program helps residents receive training and find employment opportunities. The organization partners with Alamo Workforce Solutions to identify in-demand occupations, as well as employers willing to provide training or educational assistance.
- Community Coach: MTW funds also support the Community Coach Program which provides meaningful work experience for residents. The organization has found that this program is an effective strategy to engage residents in educational, training, workforce development, and other self-sufficiency programs.
- ConnectHomeSA: The Organization uses MTW funds to support ConnectHomeSA. This program provides computer training courses. When residents complete six courses they earn a digital device.

- Expansion of PH WiFi: As part of The organization's Road to Digital Inclusion initiative, MTW funds will be used to narrow the digital divide and bring much needed Internet connectivity and accessibility. This will include broadband service for Public Housing communities.
- Choice Endowment: MTW funds will be used in conjunction with grant funding to continue supportive services to residents as part of the Choice Neighborhood Initiative.
- Youth Programming: MTW funds will be used on two partnership projects that will serve The organization youth through educational and afterschool programming onsite at public housing communities.

SUMMARY:

The CDI department (formerly known as Resident Services) is largely focused on fulfilling Opportunity Home's Strategic Goal 1, which is to empower and equip families to improve their quality of life and achieve economic stability. Accordingly, staff works to provide services onsite and to offer opportunities to create a sense of place and community. Below is a summary of the department's significant accomplishments and activities from July 1, 2023, to June 30, 2024.

Table 1. Summary of CDI Accomplishments from July 1, 2023 to June 30, 2024

Objective	Accomplishment
1. Improve the quality of life of residents.	<p>CDI hosted and assisted 483 events for Public Housing and HCV residents and 1402 for elderly and disabled residents, totaling 1885 events. 1,109 events were hosted by partners.</p> <p>10 active resident councils.</p>
2 Provide access to resources and non-Opportunity Home programs	<p>1,243 food distribution events with 12,703 total individuals served with an in-kind value of \$1,398,940.35</p> <p>2,339 ROSS, FSS, and JP referrals for services made, averaging 584 referrals per quarter</p> <p>New Partnership with the Nancy Smith Hurd Foundation, awarding Opportunity Home with \$148,000 for digital inclusion initiatives.</p> <p>AARP awarded Opportunity Home with \$11,900 for digital inclusion initiatives.</p>
3 Improve resident capacity	<p>27 Resident Council recruitment sessions</p> <p>53 Training sessions for Resident Council participants</p> <p>234 Distributed Devices: 171 laptops, 61 monitors and accessories.</p> <p>112 ACP Enrollments.</p> <p>67 Digital Literacy Enrollments</p> <p>1258 Digital Literacy Lecture Hours</p>



Objective	Accomplishment
4 Facilitate residents achieving self-sufficiency	<p>1,000 residents were enrolled in FSS during the fiscal year. 31 residents graduated from the FSS program, earning a total of \$228,287 of escrow funds.</p> <p>3,594 children received school supplies</p> <p>23 Resident Scholarships awarded totaling \$34,500. 10 Joshua Longoria Passion For Life Memorial Scholarships totaling \$5,000. 30 youths received REACH Awards totaling \$945.00</p> <p>1,125 ROSS, FSS, and JP assessments completed and 144 ROSS/JP/FSS service plans created. 46 ROSS, FSS, and JP participants enrolled in training and education.</p>
5 Improve agency performance	<p>FSS hired a new Assistant Manager. Created new Standards for Success assessment for all program participants to collect unified metrics across all CDI programs. 17 CDI staff members took the NAHRO FSS Training 16 CDI staff members took the Nan McKay Self-Sufficiency Coordinator training 6 CDI staff members took the NanMcKay FSS training and certification exam</p>

CDI HOSTED EVENTS:

Between July 1, 2023, and June 30, 2024, the CDI department hosted 1,885 total events.

Table 2. CDI Hosted and Assisted Events from July 1, 2023 to June 30, 2024

Event Type	PH/HCV Family	Elderly/Disabled	Total
Arts	14	48	62
Community Building	72	493	565
Digital Inclusion/Literacy	137	174	311
Education	23	126	149
Employment	15	4	19
Financial Literacy	46	19	65
Health	61	351	412
Leadership	0	19	19
Nutrition	17	78	95
Other/Admin	4	26	30
Parenting	13	0	13



Event Type	PH/HCV Family	Elderly/Disabled	Total
Recruitment	46	61	107
Training	0	3	3
Youth Services	35	0	35
Grand Total	483	1,402	1,885

* Other/Admin events include those that do not fall into other event types or serve an administrative function. Examples include Registration Events, Rental Assistance Fairs, Fire Safety Presentations, and Transportation events.

FOOD DISTRIBUTIONS:

Table 3. Food Distributions from July 1, 2023 to June 30, 2024

Population Served	Type of Food Assistance	# Events	# Units Served	In-Kind Amount
Public Housing	HOPE Commodities	180	6,068	\$737,628
	Commodity Supp. Food Program (CSFP)	180	4,849	\$549,586
	HEAL (formerly COSA Lunches)	883	1,784	\$111,726
	Other distributions	0	0	\$0
Total		1,243	12,701*	\$1,398,940

*# Units Served does not represent the number of unique households served as units were served to many of the same households during separate food distribution events.

REFERRALS FOR SERVICES:

From July 1, 2023 to June 30, 2024, CDI department's programs, Resident Opportunities and Self-Sufficiency (ROSS), Family Self-Sufficiency (FSS), and Jobs Plus (JP) programs made a total 3286 referrals for services, averaging 821 referrals each quarter.

Table 4. Program Service Referrals by Category from July 1, 2023 to June 30, 2024

Referral Type	No. of Referrals	Total of In-Kind
Basic Needs Related Services	254	\$8,415
Childcare Services	86	\$0
Digital Inclusion-Related Services	197	\$700
Education Related Services	319	\$4,848
Employment Related Services	333	\$0
Financial Management Related Services	682	\$45
Food Services	144	\$180
Health and Safety Related Services	90	\$80
Housing or Utility Services	492	\$27,039



Referral Type	No. of Referrals	Total of In-Kind
Legal Services	28	\$0
Other*	562	\$28,434
Transportation Services	42	\$1,657
Youth Services	57	\$50
Total	3,286	\$71,448

* Other includes but is not limited to: Community Service, FSS Program, Holiday Gift, MTW Enrollment, Public Assistance, Resident Ambassador Program, Resource Fair, ROSS, Section 3 Program.

Table 5. Program Service Referrals by Program from July 1, 2023 to June 30, 2024

Referral Type	No. of Referrals	Total of In-Kind
FSS	2,578	\$41,656
Jobs Plus	488	\$3,536
ROSS	220	\$26,254
Total	3,286	\$71,448

Services: A service is an aid or assistance provided directly to the resident by Opportunity Home staff. From July 1st to June 30th, FSS, Jobs Plus, and ROSS provided 3531 services, amounting to \$94,217.71 in savings for Opportunity Home residents.

Table 6. Program Services by CDI program from July 1, 2023 to June 30, 2024

CDI Program	No. of Services	Total of In-Kind
FSS	1,229	\$32,652
Jobs Plus	173	\$2,121
ROSS	286	\$6,216
Total	1,688	\$40,989

Table 7. Program Services by service category from July 1, 2023 to June 30, 2024

Services Type	No. of Referrals	Total of In-Kind
Basic Needs Related Services	355	\$20,383
Childcare Services	4	\$0
Digital Inclusion-Related Services	88	\$240
Education Related Services	80	\$6,186



Services Type	No. of Referrals	Total of In-Kind
Employment Related Services	117	\$650
Financial Management Related Services	60	\$0
Food Services	87	\$158
Health and Safety Related Services	11	\$0
Housing or Utility Services	119	\$134
Legal Services	14	\$12
Other*	576	\$7,836
Transportation Services	62	\$637
Youth Services	115	\$4,754
Total	1,688	\$40,989

* Other includes but is not limited to: Community Service, FSS Program, Holiday Gift, MTW Enrollment, Public Assistance, Resident Ambassador Program, Resource Fair

2. **Public Housing Operating Shortfall:** MTW funds were used to mitigate Public Housing losses for fiscal year 2024. The funds enabled Public Housing to fulfill financial obligations and sustain operations of the program.
3. **Expansion of Public Housing Wi-Fi:** As part of the Opportunity Home Road to Digital Inclusion initiative, MTW funds were used to narrow the digital divide and bring much needed Internet connectivity and accessibility to the Public Housing portfolio. This includes funding bandwidth, WI-FI management, installation, labor and support of the expanded network.
4. **Development of Labor Street Multifamily Property:** MTW funds were used towards the construction of the 100 Labor Multifamily Redevelopment Project.
5. **Costa Valencia and Rosemont at Highland Park Intercompany Paydown:** Funds were used at LNT Units at two tax credit/Beacon properties to cover operating deficits at the properties. Because this property is already under the LNT program, no new LNT households are expected to be added to LNT reporting.
6. **Vera Cruz Loan Payoff:** MTW funds were used to pay off the loan at Vera Cruz (Villa de San Alfonso) -- a 29 unit property. This property is now under the Local, Non-Traditional Program. An estimated 18 new households will be added to the LNT reporting depending on the tenant-based voucher leasing and occupancy.
7. **Snowden Development Funding:** MTW funds were used for the development and construction of Snowden Apartments. The property will have a total of 135 units and serve older populations of 62 years and older.
8. **Legacy at Crown Meadows (Sendero) Bond Payoff:** MTW funds were used to pay off the debt at the property. The property is a 193 unit, multi-family asset built in 2004. An estimated 167 new households will be added to the LNT reporting depending on tenant-based voucher leasing and occupancy.
9. **Additional Impact of Compensation Study:** MTW funds were used to cover additional impact of the compensation study for the Public Housing, Section 8, and Community Development Initiatives programs.



Section V. A. | Local Asset Management Plan

- i. Is the MTW PHA allocating costs within statute? Yes
- ii. Is the MTW PHA implementing a local asset management plan (LAMP)? No
- iii. Has the MTW PHA provided a LAMP in the appendix? No
- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year. N/A



Section VI | Administrative

Section VI. A. | Reviews, Audits and Inspections

Opportunity Home had 338 Life-Threatening and Severe issues that required action. Most Life-Threatening and Severe issues were related to missing or non-functioning smoke detectors or Exposed Electrical Conductors (Damaged outlet covers). The organization abated all within 24 hours.

HUD staff was onsite from May 13-17, 2024, to complete the 2024 Opportunity Home San Antonio Comprehensive Compliance Review. The following areas were reviewed:

- Governance
- Housing Choice Vouchers (HCV)
- Violence Against Women Act (VAWA)
- Public Housing (PH)
- Section 3
- MTW
- FSS
- ROSS
- PBV

HUD staff assessed the PHA's program performance in compliance with HUD requirements and regulations by setting monitoring priorities for onsite and remote reviews. The final review produced five recommendations, four best practices, two observations, and one finding.

Recommendations:

1. **VAWA:** Opportunity Home San Antonio must make available HUD forms 5380 and 5382 and printed in the three most common languages for its respective geographic region.
2. **PH:** HUD recommends Opportunity Home San Antonio to expand the newly implemented electronic inventory control program for equipment and similar assets to cover all assets and include the Radio Frequency Identification (RFI) tool and equipment tracking control.
3. **FSS:** Ensure all Individual Training and Service Plans include a comprehensive "Goal Obtained" section, documenting client's progress and achievements and adding additional documentation supporting goals obtained in accordance with 24 CFR 984.
4. **FSS:** Conduct a thorough review to ensure 50058 forms are in chronological order and completed to adequately capture income data that will be counted with escrows.
5. **FSS:** Add a checklist to capture and track essential elements and case notes from client meetings that must be included in every applicant file.

Best Practices:



1. **Governance:** HUD Staff was impressed by Opportunity Home San Antonio's processes to perform background checks. Numerous files were reviewed and found to be detailed and comprehensive with complete and easy to discern information. All files reviewed were complete with vetted background reviews. All PPI was properly labeled as Confidential in accordance with 24 CFR 960.204(a)(4) and 24 CFR 5.903(b).
2. **HCV:** Technology is used to streamline administrative processes such as application processes, payments, communications, resident exams, complaints, and inspections, etc.
3. **MTW:** Opportunity Home San Antonio has built a mapping system in YARDI to quickly identify and flag when there are changes to Local Non-Traditional (LNT) unit eligibility in accordance with PIH 2011-45.
4. **MTW:** Opportunity Home San Antonio's Administrative Plan was well organized in accordance with the requirements set forth in 24 CFR 982.54.

Observations:

1. **HCV:** HUD staff visited the HCV waiting room and conducted numerous interviews. Tenants complained about not receiving callbacks for two weeks. HUD recommends Opportunity Home San Antonio to improve or create a strategy to track, log, and return calls in a timely manner.
2. **HCV:** The HCV entrance did not have any of the handouts in languages other than English. HUD recommends Opportunity Home San Antonio make available handouts in other languages.

Findings:

1. **PH:** Non-compliance was revealed with respect to non-rent collections and violation of the established evictions policy dictated by both 24 CFR 966 and PIH Notice 2023-27. This was a low risk finding as Opportunity Home San Antonio has addressed the non-compliance and HUD will monitor the finding for close-out.

Emergency Housing Voucher Program (EHV) Financial and Program Review

- The Quality Assurance Division of HUD kicked off the audit on June 4, 2024.
- HUD was on site beginning June 4, and concluded the audit on June 7, 2024.
- Opportunity Home was required to provide financial and program data related to the operation of the EHV program.
- Opportunity Home is currently awaiting the final report from HUD.

Section VI. B. | Evaluation Results

Opportunity Home is not currently engaged in any organization-wide evaluations of its MTW program. The Policy and Planning Department is conducting two formative internal evaluations on the following activities: FY2020-1- College & University Homeless Assistance Programs and FY11-9 Allocate tenant-based voucher set-asides for households referred by non-profit sponsors who provide supportive services. The results are scheduled to be released in November 2024.



Section VI. C. | MTW Statutory Requirement Certification

See the following page.

Section VI. D. | MTW Energy Performance Contract (EPC) Flexibility Data

Not Applicable.



Certification of MTW Statutory Compliance

Opportunity Home San Antonio hereby certifies that it (the organization) has substantially met the three statutory requirements of:

1) Assuring that at least 75 percent of the families assisted by the organization are very low-income families: At fiscal year-end, 98% of public housing and voucher households were very low-income (<50% AMI). During the fiscal year, 89% of new admissions across all programs were very low-income (<50% AMI).

June 2024 Households	Total Households	Below 50% AMI	% Below 50% AMI
Public Housing	5,713	5,618	98%
Vouchers	11,370	10,947	96%
Total	17,083	16,565	97%

New Admissions	Total Households	Below 50% AMI	% Below 50% AMI
Public Housing	912	896	98%
Vouchers	1,503	1,483	99%
LNT	942	320	35%
Total	3,357	2,699	80%

2) Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined: The organization's FY2024 MTW families served (annual average) is 18,787 out of 18,209 MTW adjusted baseline denominator (103%). Per PIH 2013-2, the organization is in the Compliant determination.

	MTW Baseline	FY2024 Average	MTW Baseline Compliance Calculation*
Public Housing	5,749	5,697	99%
Vouchers	12,460	10,936	88%
LNT	--	2,154	--
Total	18,209	18,787	103%

*Calculations follow PIH 2013-02 Baseline Methodology

3) Maintaining a comparable mix of families (by family size) served, as would have been provided had the amounts not been used under the demonstration: The organization continues to serve a comparable mix of households by household size.

Mix of Family Sizes Served	MTW Baseline	FY2024 Percentage (FYE)	Absolute Change	Percent Change
1-person	36%	41%	5%	14%



Mix of Family Sizes Served	MTW Baseline	FY2024 Percentage (FYE)	Absolute Change	Percent Change
2-person	16%	20%	4%	22%
3-person	18%	15%	-3%	-14%
4-person	15%	12%	-3%	-22%
5-person	9%	7%	-2%	-24%
6-person+	7%	5%	-2%	-23%

DocuSigned by:

 336CF1EE6A44479

Michael Reyes, Acting President & CEO

9/29/2024

Date



APPENDIX A | Property Listing

Property Name	Portfolio	Status	MTW Detail	Total Units
100 Labor Downtown	Beacon	Active	MTW LNT	213
Bella Claire	Beacon	Active	MTW LNT	67
Burning Tree	Beacon	Active	Non-MTW	108
Castle Point	Beacon	Active	MTW LNT	220
Churchill Estates	Beacon	Active	MTW LNT	40
Claremont	Beacon	Active	MTW LNT	4
Converse Ranch I	Beacon	Active	Non-MTW	124
Converse Ranch II	Beacon	Active	Non-MTW	104
Costa Valencia	Beacon	Active	MTW LNT	230
Cottage Creek I	Beacon	Active	Non-MTW	253
Cottage Creek II	Beacon	Active	Non-MTW	196
Courtland Heights	Beacon	Active	Non-MTW	56
Dietrich Road	Beacon	Active	Non-MTW	30
Encanta Villa	Beacon	Active	Non-MTW	56
Homestead	Beacon	Active	MTW LNT	157
La Providencia	Beacon	Active	MTW LNT	90
Legacy at Crown Meadows	Beacon	Active	MTW LNT	192
Legacy at Science Park	Beacon	Active	Non-MTW	120
Legacy on O'Connor	Beacon	Active	Non-MTW	150
Midcrown Seniors Pavillion	Beacon	Active	Non-MTW	196
Monterrey Park	Beacon	Active	MTW LNT	200
Pecan Hill	Beacon	Active	Non-MTW	100
Reagan West	Beacon	Active	Non-MTW	15
Refugio Place	Beacon	Active	Non-MTW	210
Rosemont at Highland Park	Beacon	Active	MTW LNT, MTW MPBV	252
San Juan Square II	Beacon	Active	MTW LNT	144
Sunshine Plaza	Beacon	Active	Non-MTW	100



Property Name	Portfolio	Status	MTW Detail	Total Units
The Ravello	Beacon	Active	MTW LNT	252
Towering Oaks	Beacon	Active	MTW LNT	128
Villa de San Alfonso	Beacon	Active	MTW LNT	29
Villa de Valencia	Beacon	Active	Non-MTW	104
Warren House	Beacon	Active	MTW LNT	7
Woodhill	Beacon	Active	MTW LNT, MTW MPBV	532
Arroyo Seco Villas	Partnerships	Active	Non-MTW	200
Artisan at Creekside	Partnerships	Active	Non-MTW	252
Artisan at Mission Creek	Partnerships	Active	Non-MTW	252
Artisan at Ruiz	Partnerships	Active	Non-MTW	102
Aspire at Tampico	Partnerships	Active	MTW LNT	200
Bonito Parque	Partnerships	Active	Non-MTW	250
Bristol at Somerset	Partnerships	Active	MTW LNT	348
Costa Almadena	Partnerships	Active	Non-MTW	176
Culebra Commons	Partnerships	Active	Non-MTW	327
East Meadows I	Partnerships	Active	MTW LNT, MTW MPBV	215
East Meadows II	Partnerships	Active	MTW LNT	119
Elan Gardens	Partnerships	Active	Non-MTW	228
Elevate at Kitty Hawk	Partnerships	Active	Non-MTW	212
Frontera Crossing	Partnerships	Active	Non-MTW	348
Gardens at San Juan Square	Partnerships	Active	MTW LNT, MTW MPBV	252
HemisView Village	Partnerships	Active	Non-MTW	245
Horizon Pointe	Partnerships	Active	Non-MTW	312
Legacy at Alazan	Partnerships	Active	MTW LNT	88
Majestic Ranch	Partnerships	Active	Non-MTW	288
Marshall Meadows	Partnerships	Active	Non-MTW	250
Mira Vista Ranch	Partnerships	Active	Non-MTW	312
Mission del Rio	Partnerships	Active	Non-MTW	180



Property Name	Portfolio	Status	MTW Detail	Total Units
Port Royal	Partnerships	Active	Non-MTW	252
Rosemont at University Park	Partnerships	Active	Non-MTW	240
San Juan Square I	Partnerships	Active	MTW LNT	143
Seven07 Lofts	Partnerships	Active	Non-MTW	318
Sutton Oaks I	Partnerships	Active	Non-MTW	194
The Alhambra	Partnerships	Active	MTW LNT	140
The Arcadian	Partnerships	Active	Non-MTW	324
The Mirabella Senior Apts	Partnerships	Active	Non-MTW	172
The Park at Sutton Oaks	Partnerships	Active	MTW LNT	208
The Scott at Medio Creek	Partnerships	Active	Non-MTW	324
The Sorento	Partnerships	Active	Non-MTW	248
Vista at Everest	Partnerships	Active	Non-MTW	64
Vista at Interpark	Partnerships	Active	Non-MTW	64
Wheatley Park Senior Living	Partnerships	Active	MTW LNT, MTW MPBV	80
Alazan Courts	Public Housing	Active	MTW LIPH	501
Apache Courts	Public Housing	Active	MTW LIPH	184
Blanco	Public Housing	Active	MTW LIPH	100
Cassiano Homes	Public Housing	Active	MTW LIPH	499
Cheryl West	Public Housing	Active	MTW LIPH	82
Christ the King	Public Housing	Active	MTW LIPH	48
Col. George Cisneros	Public Housing	Active	MTW LIPH	55
College Park	Public Housing	Active	MTW LIPH	78
Cross Creek	Public Housing	Active	MTW LIPH	66
Dr. Charles C. Andrews	Public Housing	Active	MTW LIPH	52
Escondida	Public Housing	Active	MTW LIPH	20
Fair Avenue	Public Housing	Active	MTW LIPH	216
Francis J. Furey	Public Housing	Active	MTW LIPH	66



Property Name	Portfolio	Status	MTW Detail	Total Units
Frank Hornsby	Public Housing	Active	MTW LIPH	59
Glen Park	Public Housing	Active	MTW LIPH	26
Guadalupe Subdivision	Public Housing	Active	MTW LIPH	56
Henry B. Gonzalez	Public Housing	Active	MTW LIPH	51
Highview	Public Housing	Active	MTW LIPH	68
Jewett Circle	Public Housing	Active	MTW LIPH	75
Kenwood Manor	Public Housing	Active	MTW LIPH	9
Kenwood North	Public Housing	Active	MTW LIPH	53
L.C. Rutledge	Public Housing	Active	MTW LIPH	66
Le Chalet	Public Housing	Active	MTW LIPH	34
Lewis Chatham	Public Housing	Active	MTW LIPH	119
Lila Cockrell	Public Housing	Active	MTW LIPH	70
Lincoln Heights	Public Housing	Active	MTW LIPH	338
Linda Lou	Public Housing	Active	MTW LIPH	10
Lofts at Marie McGuire	Public Housing	Active	MTW LIPH	63
Madonna	Public Housing	Active	MTW LIPH	60
Matt Garcia	Public Housing	Active	MTW LIPH	55
Mirasol Townhomes	Public Housing	Active	MTW LIPH	174
Mission Park	Public Housing	Active	MTW LIPH	100
Morris C. Beldon	Public Housing	Active	MTW LIPH	35
O.P. Schnabel	Public Housing	Active	MTW LIPH	70
Olive Park	Public Housing	Active	MTW LIPH	26
Park Square	Public Housing	Active	MTW LIPH	26
Park View	Public Housing	Active	MTW LIPH	153
Pin Oak I	Public Housing	Active	MTW LIPH	50
Pin Oak II	Public Housing	Active	MTW LIPH	22
Raymundo Rangel	Public Housing	Active	MTW LIPH	26
Riverside	Public Housing	Active	MTW LIPH	74
Sahara Ramsey	Public Housing	Active	MTW LIPH	16
San Pedro Arms	Public Housing	Active	MTW LIPH	16
South San	Public Housing	Active	MTW LIPH	30



Property Name	Portfolio	Status	MTW Detail	Total Units
Springview	Public Housing	Active	MTW LIPH	140
Springview Senior	Public Housing	Active	MTW LIPH	40
Sun Park Lane	Public Housing	Active	MTW LIPH	65
T.L. Shaley	Public Housing	Active	MTW LIPH	66
Tarry Towne	Public Housing	Active	MTW LIPH	98
The Midway	Public Housing	Active	MTW LIPH	20
Victoria Plaza	Public Housing	Active	MTW LIPH	185
Villa Hermosa	Public Housing	Active	MTW LIPH	66
Villa Tranchese	Public Housing	Active	MTW LIPH	201
Villa Veramendi	Public Housing	Active	MTW LIPH	166
Village East	Public Housing	Active	MTW LIPH	24
W.C. White	Public Housing	Active	MTW LIPH	75
Westway	Public Housing	Active	MTW LIPH	152
William R. Sinkin	Public Housing	Active	MTW LIPH	50
Williamsburg	Public Housing	Active	MTW LIPH	15
Fiesta Trails	Partnerships	New Construction	Non-MTW	60
Vista at Reed	Partnerships	New Construction	Non-MTW	70
Palo Alto	Partnerships	Under Construction	Non-MTW	336
Potranco	Partnerships	Under Construction	Non-MTW	360
Snowden Living	Partnerships	Under Construction	MTW LNT	135
The Josephine	Partnerships	Under Construction	Non-MTW	259
Vista at Silver Oaks	Partnerships	Under Construction	Non-MTW	76



APPENDIX B | Assisted Housing Programs

Opportunity Home San Antonio is committed to providing quality affordable housing that is well integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance resident independence.

The Assisted Housing Programs include the Housing Choice Voucher (HCV) Program, also known as the Section 8 Program, and Special Programs that target specific populations such as homeless persons or persons with disabilities.

MTW Programs

The Housing Choice Voucher (HCV) Program

The Housing Choice Voucher (HCV) Program provides eligible, low-income individuals and families with the ability to afford decent, safe and sanitary housing in the private market. Participants are free to choose rental housing from single-family homes, townhouses and apartments as long as the units meet the requirements of the program. This freedom of choice offers participants a chance for a better quality of life by providing them with access to better job opportunities, schools, transportation and other services. The HCV Program has an Annual Contributions Contract (ACC) of 13,360 vouchers and an MTW baseline of 12,460 vouchers.

Project-Based Voucher (PBV) Program

Opportunity Home administers 130 Project-Based Vouchers at various properties, which provide housing assistance to residents only at those properties. Opportunity Home PBVs may only be used to assist units and may not move with the resident. Up to 20% of Opportunity Home's authorized units will be utilized by project-based assistance.

The Homeless Services Voucher (HSV) Program

The Homeless Services Voucher (HSV) program provides rental voucher assistance to homeless individuals through a collaborative referral process. Haven for Hope refers applicants to the City of San Antonio, which then screens the applicants to ensure they have met all criteria and forwards the application packets to Opportunity Home. A total of 470 vouchers have been allocated for the HSV program (70 were added FY 22-23). Case management and supportive services are provided by Haven for Hope.

The Set Aside Homeless Voucher (SHVP) Program

The Set Aside Homeless Voucher Program (SHVP) provides rental voucher assistance to homeless individuals through a collaborative referral process. Opportunity Home has allocated 100 vouchers each to San Antonio Metropolitan Ministries (SAMMs) and the Center for Health Care Services (CHCS), which screen applicants to ensure they meet all eligibility criteria and then forward referral packets to Opportunity Home. A total of 200 vouchers have been allocated for the Set Aside Homeless Voucher Program (SHVP) program. Case management and supportive services are provided by CHCS and SAMMs.

THRU Project Program

The THRU Project Program allocates 10 project-based vouchers for youth aging out of the foster care system in support of local non-profit organization, THRU Project.

Move On Program

The Move On Program provides 40 tenant-based vouchers for families currently residing in Permanent Supportive Housing (PSH) who are certified as no longer requiring supportive services by a designated PSH provider currently partnered with Opportunity Home.

Family Homeless Program

The Family Homeless program is for families certified by a designated social service agency as homeless and referred to Opportunity Home social service agencies such as Haven for Hope, San Antonio Metropolitan Ministries and the Center for Health Care Services. A total of 20 Project-Based vouchers are allocated for the program.

The College and University Homeless Assistance Program

The College & University Homeless Assistance Program are set-aside voucher programs for homeless students attending any of the Alamo Community Colleges. A total of 50 set-aside vouchers are allotted for this program.

Non-Elderly Disabled Voucher Program (NED)

The Non-Elderly Disabled Voucher Program (NED) are set-aside vouchers that assist non-elderly disabled families in leasing affordable private housing. The program consists of 75 NED vouchers.

Stability Voucher Program

The Stability Voucher program is for individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability. Close to Home (formerly known as The South Alamo Regional Alliance for the Homeless (SARAH)) refers eligible families for assistance to Opportunity Home. The agency was recently awarded 41 Stability Vouchers.

Emergency Housing Vouchers

Opportunity Home was awarded 284 Emergency Housing Vouchers to assist individuals and families who are experiencing homelessness; at risk of experiencing homelessness; fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability. Our agency partners with local Continuum of Care Lead Agency, Close to Home, to receive referrals and ensure supportive services are provided to applicants. Use of these vouchers is limited and they are not re-issued after the family no longer needs assistance or housing assistance is terminated.

Close to Home Referrals

Opportunity Home partners with Close to Home, the local Continuum of Care Lead Agency that coordinates referrals from several agencies across San Antonio. Through this collaborative partnership, Opportunity Home has allocated 250 tenant-based vouchers to individuals and families who are experiencing homelessness or housing instability.

Non-MTW Programs

The organization has received HUD approval to extend MTW waivers to the following Non-MTW Programs: The Veterans Affairs Supportive Housing (VASH) Program, Mainstream Program, and Foster Youth to Independence (FYI) Voucher Program. (FY2014-6 HCV Rent Reform, FY 2019-1, Local Implementation of SAFMR, and FY 2019-2 Alternate Recertification Process). These programs are not included in MTW voucher reporting in this annual report.

The Veterans Affairs Supportive Housing (VASH) Program

The Veterans Affairs Supportive Housing (VASH) program for homeless veterans combines HCV rental assistance with case management and clinical services provided by the Department of Veterans Affairs (VA) at VA medical centers and community-based outreach clinics. Homeless veterans are screened by the VA and then referred to Opportunity Home. A total of 564 vouchers are allocated for the program.

Mainstream Program

Mainstream program vouchers enable income-eligible disabled families to lease affordable private housing. Applicant families with a disabled household member over the age of 18 qualify for the program. A total of 330 vouchers are allocated for the program.

Foster Youth to Independence (FYI) Voucher Program

The Foster Youth to Independence (FYI) program serves youth between the ages of 18 and 24 who have left or will leave foster care, those at risk of becoming homeless or who are homeless, and are aged 16 or older. The agency has been awarded 25 FYI vouchers.

Moderate Rehabilitation (MOD-Rehab) Program

Through the MOD-Rehab program, rent subsidy payments are provided through certificates to private-property landlords for select rental units that have been rehabilitated under this Program.





A COMMUNITY OF POSSIBILITIES