

BAHFA Strategic Plan Implementation

Doorway Owner/Operator Fees

BAHFA Advisory Committee

July 23, 2026



Doorway Overview

- Strong product that continues to scale
 - 700,000+ users to date
 - Over 7,500 units placed to date
 - Including those from acquired Alameda County and San Mateo County portals
 - 100,000+ listing notification subscribers
 - Over 250 Doorway Partners Portal users (owner/operator and jurisdiction reps)
- Regional reach meets housing seeker and owner/operator needs
 - Housing seekers search across jurisdiction lines
 - Owners/Operators work in multiple jurisdictions
- Public-facing demand data dashboard (launching soon) will inform regional housing development needs

Funding Background

BAHFA Strategic Plan Takeaways

- Prioritize revenue-generating activities given limited sources of reliable ongoing operating support
- Bridge towards a future where anticipated revenue can reasonably cover operating costs

Doorway Operations

- Technology platforms are costly to operate
 - Through more efficient staffing, Doorway is more efficient than others in the region
- Control Doorway costs on the way to broader sustainability

Research Overview

- Comprehensive fee study
 - Full review of program costs
 - Establishes upper limit of fees as part of cost-recovery model
- Landscape review of similar services & costs
 - Relatively few comparables to Doorway's package of services
 - Limited comparable cost data available
- Stakeholder feedback
 - Two distinct rounds of interviews: 2024 and 2026
 - Additional related research for Alameda County in 2020 and 2022
 - Recent surveys for owners/operators and local governments
 - July 7 Doorway Working Group discussion

Fee Study

- CSG Advisors completed a fee study based on analysis of current costs to provide Doorway services
- Fee study establishes a ceiling of \$15,000+ per package of services, based on prorated share of Doorway costs
- Sample costs:
 - Partner onboarding and training
 - Paper application receipt and digitization
 - Lottery deduplication, including applicant contact
 - Lottery processing and audit
 - Related platform development and maintenance

Landscape Review: Comparable Services

- Landscape of companies that provide listing-related services include:
 - AffordableHousing.com, Craigslist, Haven Connect, HouseKeys, Zillow Rentals
 - Most charge fees but have significantly different services and cost structures
- Service Packages and fee structures vary greatly
 - Example: \$150K/year for a small jurisdiction's listing needs
 - Challenging to make apples-to-apples comparison of proposed Doorway fee schedule
- Doorway distinguishing features include:
 - Broader reach
 - More experience with 100% affordable properties
 - Strong listing and application features
 - Comprehensive paper application management
 - Leverages public open-source technology model

Stakeholder Feedback

Interview Findings

- Interviews were conducted by Street Level Advisors in 2024 and 2026
- Both owners/operators and jurisdictions
- Program value was well rated
- Proposed fee structure generally viewed as acceptable, though sensitivity about cost and ease of use was noted

Stakeholder Feedback

2026 Survey

In July 2026, staff released a survey for owners/operators and separately for jurisdictions regarding the proposed owner/operator fees.

- Survey questions address the following subjects:
 - Typical budgets to collect applications and run a lottery
 - Would the new fees change how your organization uses Doorway?
 - Are there any additional services that Doorway could include that would be especially valuable for your organization?
- Initial survey results are consistent with positive prior stakeholder feedback
 - Full survey results will be incorporated into the final proposed fee schedule at the August BAHFA Oversight & ABAG Housing Committee meeting

Proposed Fee Structure

- **Fee to owners / operators**
 - Fees only assessed for utilization of Doorway package of services associated with a housing opportunity listing on the Doorway Housing Portal
 - Common digital application
 - Paper application digitization
 - Lottery prep (including application deduplication)
 - Lottery running and audit
 - Full applicant communications
- **Listings alone (without enhanced services) remain free**
- **No fees to housing seekers & applicants**

Proposed Fee Discounts

- **100% Affordable Projects**

- 25% discount

- **Small Project Feasibility**

For properties of 10 total units or less:

- Mixed income properties (BMR, etc.) – 50% discount
 - 100% affordable properties – free if the following are met:
 - All units are priced at 80% AMI or less
 - Advances at least 2 objectives from BAHFA’s Equity Framework
 - Reduction critical to financial feasibility

- **“Phase In” Discount**

- To facilitate the transition for owner/operator partners, BAHFA will offer a temporary 50% discount for listings published on or before March 31, 2027

- **Potential Volume Discount (under consideration)**

- Potential discount for owners/operators that place all of their properties with Doorway

Doorway Proposed Fee Schedule

Fee Type	Amount	Notes
Initial Lease-up	\$10,000	- Per property - Due at time of listing publishing
Subsequent Utilization - Annual Fee	\$3,000	- Per property - Due annually

Discounts will be applied as noted on prior slide for the following:

- 100% affordable buildings
- Small projects (10 units or less)
- Temporary 50% "phase-in discount" (for listings posted on or before March 31, 2027) to smooth transition for partners into new fee-based model

Application of the Proposed Fees: Examples

For illustrative purposes only

	Property Type	Total Units	Afford. Units	Sample Fee	<i>With 50% Initial Discount*</i>
Initial Lease-up	Mixed-income / BMR	8 units	1 unit	\$5,000	\$2,500
		50 units	5 units	\$10,000	\$5,000
		200 units	15 units	\$10,000	\$5,000
	100% affordable	9 units	9 units	\$0	\$0
		50 units	50 units	\$7,500	\$3,750
		200 units	200 units	\$7,500	\$3,750
Subsequent Use	Mixed-income / BMR	50 units	5 units	\$3,000	\$1,500
		200 units	15 units	\$3,000	\$1,500
	100% affordable	50 units	50 units	\$2,250	\$1,125
		200 units	200 units	\$2,250	\$1,125

**Temporary 50% phase-in discount for listings posted on or before March 31, 2027*

Next Steps

- BAHFA Oversight Committee Approval (Aug)
- BAHFA Board Approval (Aug)
- Finalize Implementation Procedures (Sept)
- Launch Owner/Operator Fee Schedule (Oct)
- Explore jurisdiction cost-sharing approaches (Fall/Winter)

Doorway
BAY AREA AFFORDABLE HOUSING

[WELCOME](#) [VIEW LISTINGS](#) [HELP CENTER](#) [PARTNERS](#) [SIGN IN](#)

Find and apply for affordable housing in the Bay Area

Opportunity type: [OPEN WAITLIST](#) [AVAILABLE UNITS](#)

Bedrooms: [ANY](#) [STUDIO](#) [1](#) [2](#) [3+](#)

Max Monthly Rent: \$

Property Name:

Enter full or partial property name and click View listings

Counties:

☒ ALAMEDA	☒ CONTRA COSTA
☒ MARIN	☒ NAPA
☒ SAN MATEO	☒ SANTA CLARA
☒ SOLANO	☒ SONOMA
☐ SAN FRANCISCO	

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