

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The HOME Consortium's Strategic Plan will identify the priority needs of the Consortium and describe strategies that the Consortium will undertake to serve the priority needs. The priorities were developed from the analysis in the Needs Assessment and Market Analysis, in addition to community input.

The Consortium updated its Analysis of Impediments to Fair Housing Choice (AI) in January 2019. The AI identified strategies for removing or ameliorating negative effects of public policies that serve as barriers to affordable housing. Policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.

The housing needs strategy was developed by analyzing the characteristics of the housing market; particularly how the Consortium could use HOME and CDBG funds for rental assistance, production of new units, rehabilitation of existing units, and acquisition of existing units. The three Public Housing Agencies in the Consortium (Alameda County, City of Alameda and City of Livermore Housing Authorities) were consulted to develop the plan to meet the needs of public housing residents and public housing developments. The Alameda County Healthy Homes Department was consulted for strategies to evaluate and reduce lead-based paint hazards. EveryOne Home, Alameda County's Continuum of Care, was consulted for assistance in developing the plan for reducing and ending homelessness. These activities will primarily be funded with Emergency Solutions Grant, HOME Tenant-Based Rental Assistance and CDBG Funds.

The Consortium's Strategic Plan will estimate the HOME, CDBG and ESG resources that will be available to address the Consortium's priority needs. HOME and ESG resources are reported on a Consortium level.

## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 1 - Geographic Priority Areas

1	<b>Area Name:</b>	Ashland, Unincorporated Alameda County
	<b>Area Type:</b>	CDFI area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	69.4
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	Census Tracts: Ashland CPD 43379-4340
	<b>Include specific housing and commercial characteristics of this target area.</b>	Low income neighborhood with older housing stock, multi-family apartments buildings. Commercial corridor on E. 14th Street has vacant store fronts and vacant lots - it is part of the Unincorporated County's redevelopment area.
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	This area has been a target area for a number of years.
	<b>Identify the needs in this target area.</b>	Jobs, job-training, business development, rental assistance, housing rehabilitation and development of affordable rental housing. Additionally, supportive services for the working poor including food distribution.
<b>What are the opportunities for improvement in this target area?</b>	Increased services, targeted services, improved housing stock, development of affordable rental housing and economic development for small businesses.	
<b>Are there barriers to improvement in this target area?</b>	Not enough funds to impact job development.	
2	<b>Area Name:</b>	Consortium-wide
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	

	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	Boundries of the HOME Consortium
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	
<b>3</b>	<b>Area Name:</b>	County-wide
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	All of Alameda County
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	

	<b>Are there barriers to improvement in this target area?</b>	
4	<b>Area Name:</b>	EDEN PROJECT AREA, CHERRYLAND SUB-AREA
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	Cherryland census tracts 4356-4357; 4362 and 4363
	<b>Include specific housing and commercial characteristics of this target area.</b>	Older single family homes; limited commercial opportunities. Area is cut up by freeway, railroad tracks and BART tracts bisecting neighborhood.
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	This area has been a target area for many years with a specific plan in place.
	<b>Identify the needs in this target area.</b>	Housing rehabilitation, neighborhood facilities, rental assistance, commercial development and jobs.
	<b>What are the opportunities for improvement in this target area?</b>	Housing stock can be improved; neighborhood facilities under development, rental assistance
<b>Are there barriers to improvement in this target area?</b>	Not enough funds to do comprehensive job development	
5	<b>Area Name:</b>	Urban County-wide
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	Boundries of the Urban County

<b>Include specific housing and commercial characteristics of this target area.</b>	
<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
<b>Identify the needs in this target area.</b>	
<b>What are the opportunities for improvement in this target area?</b>	
<b>Are there barriers to improvement in this target area?</b>	

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

Describe the basis for allocating investments geographically within the state

For many programs using CDBG funds, such as residential or business rehabilitation, the exact location of the activity is not determined prior to funding the program as a whole. Pursuant to the CDBG Program Final Rule in these instances, the Consolidated Plan must identify who may apply for assistance, the process by which the grantee will select those to receive assistance, and how much and under what terms the assistance will be given.

Alameda County HCD administers a Minor Home Program using CDBG funds for several jurisdictions in the Urban County. This program is delivered by the Alameda County Community Development Agency Healthy Homes Department. The goal of the program is to conserve, preserve, and improve the housing and neighborhoods of low and moderate income people living in the Urban County. To that end, the program provides grants to qualifying properties and owners to provide a variety of minor home repairs, mobile home repairs, and accessibility improvements.

In response to COVID-19, HCD will be providing rental assistance to low income families who have been impacted by job loss due to COVID-19 shelter in-place requirements.

The Emergency Solutions Grant (ESG) is allocated to the Urban County on a formula basis. All activities to be undertaken are intended and open to serve eligible homeless individual and families living in the Urban County area. COVID-19 CARE funds will focus on providing motel vouchers to homeless individuals who need a safe place to isolate and rental assistance to people to keep them from becoming homeless.

HOME Investment Partnership funding is allocated to the jurisdictions within the Alameda County HOME Consortium on a formula basis. HOME funds are distributed throughout all parts of the HOME Consortium. All activities to be undertaken are intended and open to serve eligible households living in the Consortium. The COVID-19 response is to continue to provide rental assistance with FY20 CHDO and Urban County HOME funds through a Consortium-wide TBRA program.

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 2 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Consortium-wide
	<b>Associated Goals</b>	Housing Housing Discrimination Rental Assistance

	<b>Description</b>	Promote the production, rehabilitation and preservation of affordable housing (rental and ownership) through acquisition, rehabilitation, new construction and minor home repair. Reduction of housing discrimination through the provision of fair housing and landlord/tenant services. Provide rental assistance to low-income families affected by job loss due to COVID-19 shelter in-place requirements.
	<b>Basis for Relative Priority</b>	Documented lack of affordable rental housing in the HOME Consortium area. Need to preserve existing housing to allow for aging in place and to keep a healthy housing stock. Housing discriminations takes place in the Consortium area as documented in the recently update Analysis of Impediments to Fair Housing Choice (AI). Documented number of unemployed as a result to Coronavirus pandemic.
2	<b>Priority Need Name</b>	Homeless
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
	<b>Geographic Areas Affected</b>	County-wide
	<b>Associated Goals</b>	Homeless
	<b>Description</b>	Use resources to end homelessness by funding and supporting homeless services programs.
	<b>Basis for Relative Priority</b>	Reducing homelessness is a high priority for the Consortium and is based on the EveryOne Home Plan (CofC) to end Homelessness.



3	<b>Priority Need Name</b>	Supportive Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Consortium-wide
	<b>Associated Goals</b>	Supportive Housing
	<b>Description</b>	Increase the availability of service enriched housing for persons with special needs by supporting the aquisition and new construction of housing units.
	<b>Basis for Relative Priority</b>	Many of the homeless population also have supportive housing needs.
4	<b>Priority Need Name</b>	Community Development
	<b>Priority Level</b>	High

<b>Population</b>	<p>Extremely Low  Low  Moderate  Large Families  Families with Children  Elderly  Chronic Homelessness  Individuals  Families with Children  Mentally Ill  Chronic Substance Abuse  veterans  Persons with HIV/AIDS  Victims of Domestic Violence  Unaccompanied Youth  Elderly  Frail Elderly  Persons with Mental Disabilities  Persons with Physical Disabilities  Persons with Developmental Disabilities  Persons with Alcohol or Other Addictions  Persons with HIV/AIDS and their Families  Victims of Domestic Violence  Non-housing Community Development</p>
<b>Geographic Areas Affected</b>	<p>EDEN PROJECT AREA, CHERRYLAND SUB-AREA  Urban County-wide  Ashland, Unincorporated Alameda County</p>
<b>Associated Goals</b>	<p>Community Development  Economic Development  Public Services</p>
<b>Description</b>	<p>Make improvements, including ADA accessibility and rehabilitation, to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, homeless facilities and other public facilities/community centers. Fund economic development, micro-enterprise and on-the-job training. Support public service programs for low-income residents, preserving safety net services for families and individuals who are vulnerable or "in-crisis."</p>
<b>Basis for Relative Priority</b>	<p>Many priorities are identified as a quality of life issues for neighborhoods residents. During the COVID-19 response, services targetted keep people from becoming homeless.</p>

**Narrative (Optional)**

**SP-30 Influence of Market Conditions - 91.415, 91.215(b)**

**Influence of Market Conditions**

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
Tenant Based Rental Assistance (TBRA)	Tenant Based Rental Assistance is a potential avenue for funding and a priority based on the significant number of extremely low, low and moderate income households in the HOME Consortium that experience cost burden and severe cost burden. This is also a priority for COVID-19 response.
TBRA for Non-Homeless Special Needs	Tenant Based Rental Assistance is an option to address non-homeless special needs. This is also a priority for COVID-19 response.
New Unit Production	New unit development will be prioritized in low-to moderate-income areas and areas already served by infrastructure, like water, sewer, and transportation services and facilities.
Rehabilitation	Rehabilitation is a priority because more than 138,000 housing units in the Consortium have one of the conditions defined as a Housing Problem.
Acquisition, including preservation	Acquisition and preservation remain a priority to encourage affordable home ownership.

**Table 3 – Influence of Market Conditions**

## SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

### Introduction

The Consortium will primarily use CDBG, HOME Investment Partnership, and ESG program funds to accomplish specific objectives in the next five years. FY20 funds will be used for COVID-19 response.

### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,170,333	200,976	0	2,371,309	8,000,000	CDBG funds will be leveraged to the maximum extent possible

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	3,215,045	325,923	0	3,540,968	12,000,000	The Alameda County HOME Consortium will leverage funds to the maximum extent possible. FY20 and FY21 HOME funds do not require a match due to CARES Act program waivers.
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	180,499	0	0	180,499	700,000	Leveraging has been waived for FY20 ESG funds due to CARES Act program waivers.

Table 4 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

To maximize leveraging of its own funds and increase the funds available for housing and community development activities, the County plans to undertake the following activities:

- Support applications by organizations or agencies for other public and private sources of financing to leverage County funds.
- Include leveraging as a goal to the maximum extent possible in County funding application review process.
- Support the purchase and rehabilitation and new construction of units by nonprofit housing developers.
- Promote private sector rehabilitation with the Minor Home Repair Program.
- Continue participation in programs to support affordable homeownership.
- Continue to provide support to nonprofit, community-based housing developers and service providers in obtaining other sources of financing.
- Promote joint development with other governmental or quasi-governmental agencies to implement housing community development programs and combine multiple sources of financing.

Matching requirements must be satisfied in the following federal entitlement housing programs: the HOME Program and the Emergency Solutions Grant Program. A variety of non-federal sources may be used for the HOME match requirements, which requires that \$0.25 be “permanently contributed” to the HOME Program or to HOME-assisted projects for every HOME dollar spent. This requirement applies to the program as a whole, not to individual projects. The liability for matching funds occurs when the HOME Consortium actually draws down HOME funds from HUD. Sources of HOME match include cash or cash equivalents from a non-federal source, value of waived taxes or fees, value of donated land or real property, a portion of housing bond proceeds, and the cost of infrastructure improvements, among others. Match requirements have been waived for FY20 and FY21 due to CARES Act waivers.

The Emergency Solutions Grant Program (ESG) requires a dollar-for-dollar match with locally generated funds. The local funds may come from HCD, other federal, state and local grants and from in-kind contributions such as the value of a donated building, supplies and equipment, new staff services, and volunteer time. Match requirements have been waived for FY20 due to CARES Act waivers.

The County will evaluate match requirements for each program requiring match and determine potential match sources. Some match sources may come from local affordable housing trust funds, housing bond proceeds, the value of waived local fees or permits, foregone property tax revenue, local road funds, private donations, services funded by service providers, the State, County, or foundations, other local agency funds, and publicly owned land.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

According to ABAG's *Projections 2009* the total area of Alameda County is 525,338 acres. Twenty-six percent (120,800 acres) of the total area is currently developed; 74,074 acres in residential use, 20,213 acres in commercial, 14,808 acres in industrial use and 1,461 acres in mixed-use. Of this amount only 34,900 acres (7%) are available for development; 23,000 acres are zoned for residential; 11,900 for Commercial/Industrial. ABAG is projecting that in the future 362 acres per year will be developed for Greenfield remediation.

**Discussion**



**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
ALAMEDA COUNTY HOUSING & COMMUNITY DEVELOPMENT	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Region
CITY OF ALBANY	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction
CITY OF DUBLIN	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
CITY OF EMERYVILLE	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction
CITY OF NEWARK	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction
CITY OF PIEDMONT	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction
Alameda County Healthy Homes	Government	Ownership Rental	Region
Housing Authority of Alameda County	PHA	Public Housing	Region

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
ALAMEDA COUNTY HEALTH CARE SERVICES AGENCY	Government	Homelessness	Region
Alameda County Social Services Agency	Government	Homelessness	Region
EveryOne Home	Continuum of care	Homelessness Planning	Region
ECHO HOUSING	Non-profit organizations	Ownership Public Housing Rental public services	Region
EDEN I&R	Non-profit organizations	Homelessness Public Housing Rental public services	Region

**Table 5 - Institutional Delivery Structure**

**Assess of Strengths and Gaps in the Institutional Delivery System**

A primary strength of the housing and community development delivery systems is the coordination of efforts between the jurisdictions and the groups that oversee these efforts on an inter-jurisdictional basis. An additional strength is the level of coordination between service providers, particularly those addressing housing needs of the homeless, special needs populations, and housing providers. The Urban County Technical Advisory Committee (TAC) comprised of staff from the individual jurisdictions in the Urban County, meets bi-monthly to discuss programmatic and policy matters relating to federal housing and community development funding sources available to these jurisdictions.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	X

<b>Street Outreach Services</b>			
Law Enforcement	X	X	X
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	X
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X		
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
<b>Other</b>			

**Table 6 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

Key stakeholders include Alameda Health System (public hospital and clinics), Highland Hospital, Alameda County Health Care Services Agency (Health Care for the Homeless Program, Public Health and Office of AIDS Administration), Alameda Alliance for Health (managed Medicaid plan), Alameda County Social Services Agency (SSA), Lifelong Medical Care (and other FQHCs), Sutter Hospitals, East Oakland Community Project (medical respite), Berkeley Food and Housing Project (medical respite), and Bay Area Community Services (medical respite).

Health care, social services, probation and corrections work to ensure clients are not discharged into homelessness. Behavioral health care, social services, and probation have rapid re-housing programs which assist their participants to exit to and/or maintain stable housing. ESG funds are used for rapid re-housing and a small portion is used for shelter diversion, providing resources at the front door to shelter to avoid an entry whenever possible. Housing specialists are used in conjunction with rental assistance to support vulnerable households in overcoming these barriers through advocacy with landlords on income amounts and sources as well as ensuring accessibility through reasonable accommodation. TANF funds assist families to keep or obtain permanent housing.

Alameda County has used Mental Health Services Act funding to develop hundreds of PSH units and spends \$5 million annually to provide short and long-term housing subsidies for homeless individuals

with serious mental health issues. The Trust Clinic (Oakland) is designed to fast track eligible disabled General Assistance recipients to SSI incomes. It is a partnership of Health Care for the Homeless (which provides housing services assistance, health care and disability verification), Behavioral Health Care Services, Social Services Agency, and the Homeless Action Center (which provides the SSI advocacy). Homeless Action Center helps participants obtain/maintain General Assistance as well as gain SSI. Rubicon Programs provides employment services in Berkeley and Hayward.

Health Care Services Agency ensures that all eligible participants are enrolled in Medicaid or Medicare. Alameda County “pre-enrolled” over 41,000 of estimated 55,000 eligible individuals in Medicaid, hundreds who experienced homelessness through a state and federally-sponsored Low Income Health Program designed to prepare county health systems for Affordable Care Act changes. They were provided with information and resources related to the expansion of health insurance coverage and organizations are now health insurance enrollment sites. The Health Care Services Agency has applied for funds for additional outreach and enrollment resources for homeless persons. Case managers will continue to assist participants to secure SNAP and other non-cash benefits.

Persons are not routinely discharged from health care facilities into homelessness; a variety of health care institutions work to reduce discharges into homelessness. The County has established two medical respite programs for individuals being discharged from local hospitals. Care transition initiatives with two of the area’s major hospitals have resulted in improved discharge planning efforts.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The service delivery system for persons experiencing homelessness is strong in the areas of helping persons to access mainstream benefits, both cash and non-cash assistance, and the provision of short term rental assistance. For example, the County has applied for assistance in enrolling newly qualified homeless persons for Medicaid and has been using emergency shelter and drop-in center staff to assist clients in applying for SSI, TANF and SNAPs. Recently, the resources to assist persons to move into scattered-site permanent housing with Rapid Rehousing rental assistance have increased by \$5 Million using County General Funds and Support Services for Veteran Family funds. The rapidly tightening rental market has made this assistance harder to use and work with private landlords is a constant need. Alameda County has two employment programs targeted directly to homeless persons which serve up to 400 people annually. Discharge planning is an emerging strength with housing assistance starting much more in advance of release dates. Agreements with the County jail, the foster care system and several local hospitals have housing specialists working with people at risk of homelessness months or even years (in the case of foster youth) ahead of their scheduled exit from those systems of care. Street outreach and shelter diversion are the largest gaps in our system. The county does have street outreach programs, but with an unsheltered point-in-time count of over 2,000, the resources are inadequate. The Alameda County Health Care Services Agency is working to expand street outreach over the next two years. This county has not historically had strong shelter diversion but is working to

expand and put additional programs in place over the next several years. Analysis of the homeless population indicates that approximately 25% of persons enter the system from housing with family and friends and the same proportion exit homelessness to that same resource. Our continuum is exploring strategies that could assist those households to stabilize housing with family and friends and thus reduce entry into homelessness altogether.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

A primary strength of the housing and community development delivery systems is the coordination of efforts between the jurisdictions and the groups that oversee these efforts on an inter-jurisdictional basis. An additional strength is the level of coordination between housing providers and service providers, particularly those addressing housing needs of the homeless and special needs populations. The Urban County Technical Advisory Committee (TAC) comprised of staff from the individual jurisdictions in the Urban County, meets bi-monthly to discuss programmatic and policy matters relating to federal housing and community development funding sources available to these jurisdictions.

The primary gaps facing the Urban County jurisdictions in delivering affordable and supportive housing are primarily the lack of financial resources for development, operations, and support services. Community development efforts are also limited due to a lack of financial resources. In some cases, there is also need for stronger coordination between agencies and organizations.

Addressing these gaps and COVID-19 response will be a high priority for the Urban County. Urban County jurisdictions will continue efforts to identify and utilize new sources of financing for affordable housing, supportive housing, and community development programs; and enhance coordination efforts among housing providers, service providers, and governmental agencies. The Urban County has streamlined and improved the process for selecting and funding housing and community development projects for its HOME and CDBG programs. In addition, Urban County jurisdictions have participated in the larger homeless and special needs housing initiatives (the EveryOne Home Plan and the annual Continuum of Care funding process) to select priorities and projects for homeless and special needs funding.

## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing	2020	2024	Affordable Housing	Consortium-wide	Housing	CDBG: \$1,555,330 HOME: \$9,505,138	Rental units constructed: 250 Household Housing Unit  Rental units rehabilitated: 100 Household Housing Unit  Homeowner Housing Rehabilitated: 250 Household Housing Unit
2	Housing Discrimination	2020	2024	Affordable Housing	Consortium-wide	Housing	CDBG: \$375,000	Public service activities for Low/Moderate Income Housing Benefit: 3750 Households Assisted
3	Rental Assistance	2020	2024	Affordable Housing	Consortium-wide	Housing	CDBG: \$848,565 HOME: \$1,760,830	Tenant-based rental assistance / Rapid Rehousing: 750 Households Assisted
4	Homeless	2020	2024	Homeless	Consortium-wide	Homeless	CDBG: \$500,000 HOME: \$2,375,000 ESG: \$880,499	Tenant-based rental assistance / Rapid Rehousing: 350 Households Assisted  Homelessness Prevention: 250 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Supportive Housing	2020	2024	Non-Homeless Special Needs	Consortium-wide	Supportive Housing	HOME: \$1,900,000	Rental units constructed: 50 Household Housing Unit
6	Community Development	2020	2024	Non-Housing Community Development	EDEN PROJECT AREA, CHERRYLAND SUB-AREA Urban County-wide Ashland, Unincorporated Alameda County	Community Development	CDBG: \$3,707,414	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted
7	Economic Development	2020	2024	Non-Housing Community Development	EDEN PROJECT AREA, CHERRYLAND SUB-AREA Urban County-wide Ashland, Unincorporated Alameda County	Community Development	CDBG: \$385,000	Jobs created/retained: 150 Jobs  Businesses assisted: 25 Businesses Assisted
8	Public Services	2020	2024	Non-Housing Community Development	EDEN PROJECT AREA, CHERRYLAND SUB-AREA Urban County-wide Ashland, Unincorporated Alameda County	Community Development	CDBG: \$3,000,000	Public service activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted

**Table 7 – Goals Summary**

**Goal Descriptions**



1	<b>Goal Name</b>	Housing
	<b>Goal Description</b>	Promote the production, rehabilitation and preservation of affordable housing (rental and ownership) through acquisition, rehabilitation, new construction and minor home repair.
2	<b>Goal Name</b>	Housing Discrimination
	<b>Goal Description</b>	Reduction of housing discrimination through provision of fair housing and tenant/landlord services. In FY20 and FY21 funding for parts of this will go towards COVID-19 renter information/eviction prevention.
3	<b>Goal Name</b>	Rental Assistance
	<b>Goal Description</b>	Use resources to assist low-income families affected by loss of income due to COVID-19 with rental assistance payments.
4	<b>Goal Name</b>	Homeless
	<b>Goal Description</b>	Use resources to end homelessness by funding and supporting homeless services programs. In FY20 and FY21 parts of these funds will be used for COVID-19 relief efforts.
5	<b>Goal Name</b>	Supportive Housing
	<b>Goal Description</b>	Increase the availability of service enriched housing for persons with special needs by supporting the acquisition and new construction of housing units.
6	<b>Goal Name</b>	Community Development
	<b>Goal Description</b>	Make improvements, including ADA accessibility and rehabilitation to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, homeless facilities and other public facilities/community centers. In FY20 and FY21 part of these funds will be used in COVID-19 relief efforts.
7	<b>Goal Name</b>	Economic Development
	<b>Goal Description</b>	Fund economic development, micro-enterprise and on-the-job-training. In FY20 and FY21 part of these funds will be used in COVID-19 relief efforts.

8	<b>Goal Name</b>	Public Services
	<b>Goal Description</b>	Support public service programs for low income residents, preserving safety net services for families and individuals who are vulnerable or "in-crsis." In FY20 and FY21 part of these funds will be used in COVID-19 relief efforts.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

300 units of new housing will be constructed; 100 units of rental units will be rehabilitated; 1,000 families will receive tenant-based rental assistance and 10 homeowners will receive housing rehabilitation assistance. All will be low or extremely low income.

## **SP-50 Public Housing Accessibility and Involvement - 91.415, 91.215(c)**

### **Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)**

None of the three public housing authorities (Alameda County, City of Alameda and City of Livermore) in the Consortium area have a Voluntary Compliance Agreement.

### **Activities to Increase Resident Involvements**

The City of Alameda's Housing Authority does not financially support residential councils at complexes owned by the Housing Authority; instead it encourages residents to form such councils if there is interest. The Housing Authority will then provide a meeting place for the council. Yearly the Housing Authority hosts a Town Hall meeting for each of the complexes owned by the Housing Authority.

### **Is the public housing agency designated as troubled under 24 CFR part 902?**

No

### **Plan to remove the 'troubled' designation**

Not applicable.

## **SP-55 Strategic Plan Barriers to Affordable Housing - 91.415, 91.215(h)**

### **Barriers to Affordable Housing**

The barriers to providing affordable housing are based on real estate market and other factors. Affordable housing projects are difficult to build due to the high costs of building materials. The cost and limited availability of land in the Consortium contribute to high development costs. Affordable housing developments generally require multiple funding sources from public and private sources.

CHAS data on severe housing problems indicated that 68,964 renter households and 41,031 owner households in the Consortium had one or more housing problems. 18% of renter households and 7% of owner households were overcrowded. The elderly are also affected by cost burdens, as 7% of senior with incomes below 30% AMI paid more than 30% of their monthly income on housing costs. According to the Alameda County Housing Authority, the number of Section 8 vouchers under contract declined even though there was an increase in the number of families that were eligible for rental assistance. The number of total available rental units in the County has risen over the past five years, yet the number of affordable units has declined. With the ownership housing market escalating, the rental market is experiencing escalating rents.

For many homebuyers and renters who are disabled, accessibility is a large barrier to finding an affordable living space. There are 84,673 people who are disabled within the Consortium; disabled adults comprise 8.5% of the Consortium population.

In January 2020, the Alameda County HOME Consortium updated its *Analysis of Impediments to Fair Housing (AI)*. According to AI, there is great need for affordable housing for families, individuals, and households with special needs within the Consortium; yet, developers of affordable housing and governmental agencies still encounter neighborhood opposition. Neighborhood support and consultation is sought early in the development process so questions about proposed development can be addressed. Neighborhood opposition is often raised on the basis of local land use codes and ordinances, such as what is allowed through local zoning codes and ordinances, parking needs, environmental review, or the loss of property tax due to the property tax exemption, making it difficult to raise a charge of discrimination under the Fair Housing Act.

To work towards community acceptance, developers and jurisdictions have sought to involve the public early on in the development process, through neighborhood meetings, information sessions on housing needs in the community, and field trips to exemplary housing developments. The Consortium jurisdictions have implemented a variety of public policies and programs to eliminate general barriers to affordable housing. Several jurisdictions in the Consortium fund an affordable housing campaign by East Bay Housing Organizations which sponsors Affordable Housing Week, held annually in May, offering tours, open houses, media presentations, and information regarding affordable housing.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

HOME Consortium jurisdictions impose development fees or in-lieu fees on residential development. To facilitate the development of affordable housing in the jurisdictions, some cities will waive their development fees on affordable units and some cities will impose in-lieu fees on market-rate developments, which can create affordable housing funds. Cities will allow for modifications in the project plans, such as reduced parking requirements for affordable housing projects. The partial or total waiver of development fees and the ability to reduce such requirements as parking provide an incentive for developers to build affordable housing by decreasing per unit costs. To encourage the development of affordable housing, jurisdictions have adopted or revised various local ordinances that impact the development or maintenance of affordable housing including inclusionary housing zoning, density bonus, secondary unit, condominium conversion, and mobile home ordinances. The process of revising General Plans, including the Housing and Land Use Elements, and Area-Specific Plans, allows for reduction of policies that negatively impact the provision of affordable housing and encourage other policies that promote development which is both high-quality and cost-effective. Some jurisdictions' Housing Elements have policies to encourage rezoning of non-residential land to residential uses, which increases the supply of land. This is particularly beneficial in areas which are built-out. Other local planning policies which allow flexibility in design and densities create additional incentives for developers to build affordable housing that is cost-effective.

Legislation allowing waiver of property taxes for low income housing increases the economic viability by reducing operating expenses. California Welfare Exemption applies to housing serving lower income households owned by nonprofit corporations. It applies to housing in which at least 20% of the occupants earn incomes which do not exceed 80% of the area median income and rents are no more than 30% of this income level, housing financed with tax-exempt mortgage revenue bonds or other public loans or grants, and housing utilizing the low income housing tax credit. Local permitting processes can delay the production of housing and increase the overall costs of development, creating a disincentive to produce affordable housing. Some jurisdictions are making an effort to streamline and simplify the permitting processes so that development schedules and costs may be decreased. Jurisdictions also periodically review the fee structures to ensure that it meets State requirements but are not unnecessarily increasing the cost of housing production.

Developers of affordable housing and government agencies involved in supporting affordable housing encounter neighborhood opposition to low income housing which can stall implementation and impede the provision of affordable housing to needy families and individuals. In response to concerned neighbors, developers and cities seek to involve the public early in the development process, through neighborhood meetings, information sessions on housing needs in the community, and/or field trips to exemplary affordable housing developments.

## **SP-60 Homelessness Strategy - 91.415, 91.215(d)**

Describe how the jurisdiction's strategic plan goals contribute to:

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Eden I&R continues to provide county-wide information and referral for people experiencing housing instability and homelessness through Alameda County's 2-1-1 system. Housing Resource Centers distributed throughout the county have regular telephone and drop-in hours where people experiencing homelessness can obtain housing problem solving and assessment services. As well, domestic violence service providers offer 24-hour hotline support for homeless households that are fleeing domestic violence.

Fourteen organizations provide regular street outreach to homeless people, including specialized outreach to homeless youth and veterans as well as mobile health and mental health services. Street outreach programs focus on serving unsheltered people living on the streets, encampments, or other places not meant for human habitation. Outreach provides immediate services to meet basic needs for hygiene and food assistance as well as links to ongoing services and shelter/housing. Outreach teams are knowledgeable of mainstream resources and make connections to financial benefits, transportation employment assistance, and medical and dental services.

### **Addressing the emergency and transitional housing needs of homeless persons**

The homeless system modeling and racial equity impact analysis project estimates that 48% of singles and 100% of households with minor children need crisis shelter including emergency shelter, navigation centers, and transitional housing. Currently, stays in crisis shelter programs averages 171 days for program leavers. This means that on average shelter beds serve two people each year. The homeless system models develop a strategy for transitioning into a high performing system in five years. By increasing the amount of permanent housing available, each crisis bed will serve 4 people annually as the average length of stay in shelter drops from 171 days to 90.

The models propose that 52% of households with only adults will be served by other crisis services including safe parking programs, hygiene services such as showers and laundry services, food programs, mobile health, and street outreach programs. The models are premised on the idea that many households with only adults will access permanent housing from an unsheltered living situation.

### **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals**

**and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

The Results Based Accountability Committee supports the EveryOne Home initiative to establish system wide performance outcomes and to evaluate effectiveness of programs against those outcomes. Performance measures include shortening the length of time homeless, increasing permanent housing exits, and reducing returns to homelessness from permanent housing. These measures are published quarterly through the Practitioner’s Scorecard on the Results Based Accountability page located on the EveryOne Home website.

Alameda County’s Health Care Services Agency and EveryOne Home collaborate with the local veteran’s administration to streamline the referral and assessment process for chronically homeless veterans to access VASH vouchers. The 2020 Housing Inventory Count shows 409 VASH units in Alameda County. The SSVF program provides rapid re-housing and shallow subsidies to veteran families. Through Operation Vets Home, veteran organizations meet weekly for case conferencing using the veteran by name list. Case conferences report on progress toward permanently housing veteran households and collaboratively troubleshooting challenges.

HCD and EveryOne Home collaborate to expand housing opportunities by working to ensure that each community contributes to the creation of permanent housing affordable and accessible to the EveryOne Home target populations. Collaboration will continue with local housing authorities to increase the number of vouchers available to homeless households.

The AC Impact program, funded by HUD Continuum of Care, provides expanded street outreach, engagement, and housing navigation services, along with 50 housing vouchers for chronically homeless adults. As well, Health Care Services Agency has expanded the housing opportunities available to homeless people with serious mental illness through the Mental Health Services Act and No Place Like Home program.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

In federal fiscal year 2019 (10/1/2018-9/30/2019) the homeless housing crisis response system provided prevention services to 166 households. These include funds from Support Services to Veteran Families (SSVF), Whole Person Care, and the philanthropic initiative Keep Oakland Housed. The homeless system modeling with racial equity impact analysis seeks to prevent extremely low-income adults and households with minor children from becoming homeless. The models estimate that 20% of households with only adults could be prevented from becoming homeless, and 50% of households with minor children. Strategies for preventing homelessness include:

- Housing problem solving with flexible financial resources that can be accessed as needed (not once in a lifetime).
- Shallow subsidies that are renewable based on the household's income.

Alameda County will continue to implement a program using State funds at the County level that uses rapid rehousing strategies to assist homeless individuals leaving State correctional facilities to avoid homelessness. The THP+ program provides transitional housing for youth aging out of foster care. In addition, the Social Services Agency in the County, in collaboration with local providers, is developing an 'Emancipation Village' with housing and services for emancipating foster youth. While the Village is located in Oakland, it will serve youth coming from the entire County.



## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The Alameda County Community Development Agency's Healthy Homes Department (ACHHD) will continue to address LBP hazards and increase access to housing without LBP hazards by conducting outreach and training, providing technical assistance, and completing lead-safe repairs that will also include healthy housing repairs and other rehabilitation services to residents and property owners of Alameda County. The program will make 144 units of low-income housing with young children lead-safe, complete healthy housing assessments and interventions in each of these units, coordinate with agencies and community-based organizations to bring additional health and safety resources, and strengthen community capacity for addressing and incorporating lead safety compliance and healthy housing principles. The Department also keeps a Lead-Safe Housing Listing that informs the renting community of housing units that have been made safe from lead-based paint hazards. Only units completed through the program are eligible for the Lead Registry. These units were determined to be lead-safe following their participation in the Alameda County Affordable Lead-Safe Housing Program funded by the U.S. Department of Housing and Urban Development's Office of Healthy Homes and Lead Hazard Control.

### **How are the actions listed above related to the extent of lead poisoning and hazards?**

Past experience has shown that older properties have a higher likelihood of containing lead-based paint, and low-income households occupied by children under six are at highest risk for exposure. The housing units that are a priority are older units with children under six, family childcare homes, and smaller rental properties, which typically have more extensive lead hazards because of deferred maintenance. Often owners of these properties are unable to finance repairs without assisted rehabilitation programs. ACHHD will carry out focused outreach to high risk low-income families with young children through partner agencies and community-based organizations with a priority on homes associated with a lead exposed child or being used as family childcare home. ACHHD has 29 years of experience in case managing lead-poisoned children and has processes in place to enroll eligible properties associated with lead exposed children. The ACHHD will work with partners and city rehabilitation services to bring additional resources to these families, promote enrollment in the lead hazard control grant, and provide information on lead safety and healthy housing. The program is also working on a Pro-Active Rental Inspection policy with city and county departments. For longer term sustainability, the ACHHD will train partner agency staff and home visitors to recognize healthy housing issues.

### **How are the actions listed above integrated into housing policies and procedures?**

ACHHD has been and will continue to follow the Advancing Healthy Housing Strategy for Action that was developed to reduce the number of American homes with residential health and safety hazards. The department has developed a consensus on the basic concept of a healthy home, encourages the adoption of the federally-recognized criteria for Healthy Homes with each agency we partner with in our

collaborations, creates, conducts and supports training and workforce development to address health hazards in housing, educates the public about Healthy Homes, and supports research that informs and advances Healthy Housing in a cost-effective manner. The program has been building on the concept and has developed an action plan to advance Healthy Homes by identifying lead-based paint hazards and other housing-related health and safety deficiencies in the home and working with other partners to help bring needed resources to create safe and healthy homes for vulnerable populations in Alameda County while using and refining the most cost-effective approach. ACHHD continues to provide trainings and presentations on the Essentials of Healthy Housing, Integrated Pest Management and EPA Renovate Repair and Painting to property owners, property managers, health professionals and contractors in Alameda County in addition to agencies and other organizations within the jurisdiction. ACHHD also provides education to parents, medical providers, realtors, building officials, social service agencies and others to incorporate Healthy Housing principles into their day to day activities.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Low income families have difficulty securing housing without income supports and/or housing assistance. Many times, they also do not have additional income to pay for other needs such as food, childcare, health care and dependable transportation. Living from paycheck to paycheck causes families to be in constant danger of becoming or returning to homelessness. According to the 2010 Census, 16% (14,092) of the Urban County's population was low income; 8,967 households (10%) were very low income (50% or below median household income) and 15,025 households (17%) were extremely low income (at or below 30% of median household income). The 2000 Alameda County median household income was \$55,946. In 2019, it was \$111,700. This is over a 100% increase in 19 years. Many lower income families are not keeping pace when incomes rise.

Many low or no-income families or individuals that are living in poverty critically need income supports. Income supports include a number of federal, state and locally funded programs to provide these families or individuals with income to live on. The largest program nationally, Temporary Assistance to Needy Families (TANF), provides income to poor families. The amount of assistance depends on the size of the family; however, it is still not enough to move the family out of very low income levels. An income program that provides support for disabled people unable to work is Supplemental Security Income (SSI). Low or no-income adults who are not eligible for TANF or SSI may receive locally funded General Assistance (GA).

Some of the public services programs provided in the Consortium through the CDBG program are intended to support the service needs of very low income families and individuals, such as the City of Dublin program which provides weekend lunches for families with children who participate in the school lunch program during the weekday, and the Meals on Wheels program that is funded in several jurisdictions which provides meals to low income seniors.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

A strength of the housing and community development delivery systems is the coordination of efforts between the jurisdictions and groups overseeing these efforts on an inter-jurisdictional basis. These groups, including the HOME Consortium and Urban County Technical Advisory Committees, the Alameda County Housing and Community Development Advisory Committee and EveryOne Home, allow the jurisdictions to ensure that projects compliment rather than duplicate efforts, and that policies and programs have some consistency throughout the HOME Consortium. Non-housing community development programs within the Consortium have focused coordination on community development including infrastructure improvements, economic development, accessibility improvements or childcare.

The Shelter Plus Care and the Supportive Housing Program serve the homeless through housing rental assistance and supportive services and aim to reduce the number of people living in poverty in the County. Consortium jurisdictions are working to implement the EveryOne Home Plan, which includes representatives from local jurisdictions, service providers and advocates, homeless or formerly homeless persons, representatives of the faith community, business and labor representatives, education and health care professionals.

The Workforce Investment Board emphasizes private sector, employer-driven job training programs. The Alameda County Self-Sufficiency Program is designed to operate as a single, integrated system for the delivery of work-first, employment focused services. It complies with federal Temporary Assistance to Needy Families (TANF) and Food Stamp Employment and Training requirements and incorporates CalWorks program services and activities. The Self-Sufficiency Centers provide employment services, transportation, childcare, drug and alcohol abuse treatment and mental health services to help individuals comply with their welfare-to-work plans. The program encourages community partnerships to leverage and maximize funds, prevent duplication of service delivery, and develop the capacity of the community to sustain a safety-net for an expanding population.

The HOME Program provides rental housing projects to assist households earning 60% or less of area median income. Priority considerations are given to proposals that include income targeting to households earning less than 30% of area median income, a target group that includes households living in poverty. Housing developments targeted to families and individuals in this income group often have a social services component to assist the households with other needs such as job training, skill building, case management, and subsidized childcare.

Compliance with Section 3 of the Housing Act of 1968 is required in connection with many Alameda County HCD and Urban County contracts. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects will be directed to low and very low-income persons, particularly persons who are recipients of HUD assistance for housing. HCD has developed materials to distribute to contractors to ensure their good faith efforts in complying with Section 3 requirements.

## **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

## **SP-10 Geographic Priorities - 91.415, 91.215(a)(1)**

### **Geographic Area**

#### **Table 8 - Geographic Priority Areas**

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

**SP-25 Priority Needs - 91.415, 91.215(a)(2)**

**Priority Needs**

**Table 9 – Priority Needs Summary**

**Narrative (Optional)**



**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Table 10 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

**Discussion**

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served

Table 11 - Institutional Delivery Structure

**Assess of Strengths and Gaps in the Institutional Delivery System**

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy			
Legal Assistance			
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement			
Mobile Clinics			
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse			
Child Care			
Education			
Employment and Employment Training			
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling			
Transportation			
<b>Other</b>			
Other			

Table 12 - Homeless Prevention Services Summary

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

**SP-45 Goals - 91.415, 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator

Table 13 – Goals Summary

**Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**



**SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

**Actions to address LBP hazards and increase access to housing without LBP hazards**

**How are the actions listed above integrated into housing policies and procedures?**

**SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

### **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**



# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

## **SP-10 Geographic Priorities - 91.415, 91.215(a)(1)**

### **Geographic Area**

#### **Table 14 - Geographic Priority Areas**

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

**SP-25 Priority Needs - 91.415, 91.215(a)(2)**

**Priority Needs**

**Table 15 – Priority Needs Summary**

**Narrative (Optional)**

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Table 16 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

**Discussion**

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served

Table 17 - Institutional Delivery Structure

**Assess of Strengths and Gaps in the Institutional Delivery System**

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy			
Legal Assistance			
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement			
Mobile Clinics			
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse			
Child Care			
Education			
Employment and Employment Training			
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling			
Transportation			
<b>Other</b>			
Other			

Table 18 - Homeless Prevention Services Summary

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

**SP-45 Goals - 91.415, 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator

Table 19 – Goals Summary

**Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**





**SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

**Actions to address LBP hazards and increase access to housing without LBP hazards**

**How are the actions listed above integrated into housing policies and procedures?**

**SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

### **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

## **SP-10 Geographic Priorities - 91.415, 91.215(a)(1)**

### **Geographic Area**

#### **Table 20 - Geographic Priority Areas**

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

**SP-25 Priority Needs - 91.415, 91.215(a)(2)**

**Priority Needs**

**Table 21 – Priority Needs Summary**

**Narrative (Optional)**

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Table 22 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

**Discussion**

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served

Table 23 - Institutional Delivery Structure

**Assess of Strengths and Gaps in the Institutional Delivery System**

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy			
Legal Assistance			
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement			
Mobile Clinics			
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse			
Child Care			
Education			
Employment and Employment Training			
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling			
Transportation			
<b>Other</b>			
Other			

Table 24 - Homeless Prevention Services Summary

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**



**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

**SP-45 Goals - 91.415, 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator

Table 25 – Goals Summary

**Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**



**SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

**Actions to address LBP hazards and increase access to housing without LBP hazards**

**How are the actions listed above integrated into housing policies and procedures?**

**SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

### **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

#### Overview

In January 2020, the City of Hayward adopted a city-wide Strategic Roadmap based on wide-ranging community and staff outreach. The Strategic Roadmap articulates the vision for the City in 2024, describing a Hayward that is:

- Growing in population and stature
- Attracting new, higher-paying jobs enabling residents to live and work in the same community
- Providing healthy, complete communities with stable and affordable housing, safe streets, excellent schools, and inclusive neighborhoods
- Leading in climate resilience, reducing its carbon footprint, improving sustainable practices, increasing green spaces, reducing its reliance on cars and roads, and preparing residents to face the impacts of climate change
- Recruiting, retaining, and celebrating employees from diverse backgrounds who feel their work aligns with City priorities

The Strategic Roadmap articulates six strategic priorities for the City as it advances toward its 2024 vision:

- Preserve, Protect, and Produce Housing
- Grow the Economy
- Combat Climate Change
- Improve Infrastructure
- Improve Organizational Health
- Support Quality of Life

Along with the extensive community outreach and engagement that guided the development of the Strategic Roadmap, the City also conducted a Community Needs Assessment in 2019, which relied on input from community members, staff from community based organizations serving the City's most vulnerable residents, and Council and City staff.

Together, findings from the Community Needs Assessment and Strategic Roadmap were integrated to identify the following priority need areas for the 2020-2024 Consolidated Plan:

- Preserve, Protect, and Produce Housing Stock

- Expand & Improve Public Infrastructure & Facilities
- Public Services & Quality of Life Improvements
- Economic Development

The Priority Areas and City Strategic Roadmap Priority Matrix summarizes the alignment between priorities of the City’s Strategic Roadmap and Consolidated Plan.

		Consolidated Plan Priority Needs			
		Preserve, Protect, and Produce Housing Stock	Expand & Improve Public Infrastructure & Facilities	Public Services & Quality of Life Improvements	Ec
Strategic Roadmap Priority Areas	Preserve, Protect, and Produce Housing	X			
	Grow the Economy		X	X	
	Combat Climate Change	X		X	
	Improve Infrastructure		X		
	Improve Organizational Health				
	Support Quality of Life	X		X	

**Priority Areas and City Strategic Roadmap Priority Matrix**



## **SP-10 Geographic Priorities - 91.415, 91.215(a)(1)**

### **Geographic Area**

**Table 26 - Geographic Priority Areas**

#### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

Hayward is committed to creating a community in which all residents have access to the housing, services, and resources they need to thrive. Allocation of CDBG funds focuses on serving low- and moderate-income residents to ensure that they have the same access to opportunities as their neighbors. The City does not allocate funding strictly based on geographic boundaries. Activities are funded based on feasibility and eligibility and participants of funded programs are identified based on eligibility, not where they live in Hayward. However, the City does recognize that some areas of Hayward are historically underserved and encourages applicants for funding to ensure individuals in those lower-income Census tracts are included in service provision.

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 27 – Priority Needs Summary

1	<b>Priority Need Name</b>	Expand/Improve Public Infrastructure & Facilities
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	1A. Facility & Infrastructure Access & Capacity
	<b>Description</b>	Expand and improve public infrastructure through activities for LMI persons and households. Improve access to public facilities that will benefit LMI persons and households. Funds will be used to improve public facilities such as recreational parks and community centers.
	<b>Basis for Relative Priority</b>	Through community participation and consultation of local stakeholder partners and organizations the need to Expand/Improve Public Infrastructure & Facilities was identified. Adequate public facilities and infrastructure improvements are essential to addressing the needs of the LMI population, including the homeless, elderly and disabled. Facilities and improvements include neighborhood/community centers, improved road infrastructure and the installation of ADA curb cuts and sidewalks for safety in LMI areas.
2	<b>Priority Need Name</b>	Preserve, Protect, and Produce Housing Stock
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate
	<b>Geographic Areas Affected</b>	

	<b>Associated Goals</b>	2A. Preserve Existing Homeownership Housing 2B. Develop New Affordable Housing
	<b>Description</b>	The City will "Preserve, Protect, and Produce Housing Stock." Homeowner housing rehabilitation, rental housing rehabilitation, and increased homeownership opportunities remains one of the highest priorities in the jurisdiction.
	<b>Basis for Relative Priority</b>	Through community participation and consultation of local stakeholder partners and organizations the need to Preserve & Develop Affordable Housing was identified. Through the needs assessment housing cost burden is by far the largest housing problem in the jurisdiction.
<b>3</b>	<b>Priority Need Name</b>	Public Services & Quality of Life Improvements
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Families with Children Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	3A. Provide Supportive Services for Special Needs 3B. Provide Vital Services for LMI Households
	<b>Description</b>	Provide supportive services for LMI households and also the special needs populations in the jurisdiction. Public services will target LMI citizens and may include services to address homelessness, persons with physical and mental health, seniors, and youth.

	<b>Basis for Relative Priority</b>	Through community participation and consultation of local stakeholder partners and organizations the need for Public Services for LMI and Special Needs was identified. Public Services offered by the city and partner non-profit organizations provide for vital and essential services for LMI households and families throughout the jurisdiction. Public services will also help to enhance education and improve living situations of LMI individuals and households in the jurisdiction.
4	<b>Priority Need Name</b>	Economic Development
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	4A. Provide for Small Business Assistance
	<b>Description</b>	Provide for economic development opportunities that will help assist small businesses. Economic development initiatives that provide assistance for local businesses will include help for small businesses (micro-enterprises) and minority and women owned business enterprises.
	<b>Basis for Relative Priority</b>	Through community participation and consultation of local stakeholder partners and organizations the need for economic development opportunities was identified. Unemployment and economic opportunities vary throughout the jurisdiction and the city will work to assist LMI areas with economic development opportunities.

**Narrative (Optional)**

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

The City of Hayward is a CDBG Entitlement city and also receives HOME funds as a member of the Alameda County HOME consortium. Currently, the City does not receive any Emergency Solutions Grant (ESG) or HOPWA funding.

In addition to funds provided by the CDBG and HOME programs, the City of Hayward will utilize local, county and state resources to facilitate Community Development Block Grant goals of expanding and improving public infrastructure and facilities; preserving, protecting, and producing housing stock; providing public services and quality of life improvements; and increasing economic development.

CDBG and HOME resources will be allocated towards projects that meet HUD national objectives and are able to comply with federal reporting and financial management regulations.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,533,721	99,782	318,160	1,951,663	6,134,884	CDBG funds will be used to support projects that address the community and economic development objectives identified in the FY 2020-2024 Consolidated Plan.

**Table 28 - Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

In addition to funds provided by HUD, the City will utilize local resources to address community and economic development needs. The City will contribute General Fund dollars to provide additional social and public services to align with priority needs and goals. CDBG and HOME resources will be allocated towards projects that meet HUD national objectives and are able to comply with federal reporting and financial management regulations. The General Fund will support local providers that provide support services to under-served populations, which include low-income seniors, non-English speaking communities, youth, and people with disabilities. These projects will align with Council priorities and the City's Strategic Roadmap. The Measure B allocation will allow the City to address the transportation needs of seniors and residents with disabilities. Finally, the City will use a state grant intended to reduce recidivism for individuals with a history of justice involvement and behavioral health issues to support funding for the Housing Navigation Center, which was developed partially through prior year's CDBG funding.

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

N/A

**Discussion**

In January 2020, the City of Hayward adopted a city-wide Strategic Roadmap based on wide-ranging community and staff outreach. Community Services staff used the priorities from the Strategic Roadmap to identify the goals of expanding and improving public infrastructure and facilities; preserving, protecting, and producing housing stock; providing public services and quality of life improvements; and increasing economic development.

The City also uses CDBG funds to support housing-related activities including housing counseling and fair housing services, which are allocated through a non-competitive process. Social service programs that address non housing-related needs may receive allocations from the above-described Social Services funding, based on the City's Community Services Commission funding recommendations and Council approval.

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Abode Services	Non-profit organizations	Homelessness	
ALAMEDA COUNTY FOOD BANK	Non-profit organizations	Non-homeless special needs Public Housing	
ALZHEIMER'S SERVICES OF THE EAST BAY	Non-profit organizations	Non-homeless special needs public services	
A-Para Transit	Private Industry	Non-homeless special needs public services	
BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY	Non-profit organizations	Homelessness Non-homeless special needs Rental public services	
Centro legal de la Raza	Non-profit organizations	Homelessness Non-homeless special needs public services	
City of Hayward	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Rental neighborhood improvements public services	
Community Child Care Council (4-Cs) of Alameda County	Non-profit organizations	Economic Development Non-homeless special needs	

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
COMMUNITY RESOURCES FOR INDEPENDENT LIVING	Non-profit organizations	Non-homeless special needs Rental public services	
Downtown Streets Team	Non-profit organizations	Homelessness Non-homeless special needs	
East Bay Agency for Children	Non-profit organizations	Non-homeless special needs public services	
ECHO HOUSING	Non-profit organizations	Homelessness Non-homeless special needs Rental public services	
Eden I&R	Non-profit organizations	Non-homeless special needs public services	
EDEN UNITED CHURCH OF CHRIST	Community/Faith-based organization	Non-homeless special needs public facilities	
EDEN YOUTH AND FAMILY CENTER	Non-profit organizations	Non-homeless special needs public facilities	
Family Violence Law Center	Non-profit organizations	Homelessness Non-homeless special needs public facilities	
FRIENDS OF HAYWARD	Community/Faith-based organization	Non-homeless special needs neighborhood improvements	
FUNCTIONAL ZERO	Non-profit organizations	Homelessness	
Habitat for Humanity East Bay	Non-profit organizations	Non-homeless special needs public facilities	



<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Hayward Adult School	Public institution	Non-homeless special needs public services	
SUN GALLERY	Non-profit organizations	Non-homeless special needs public services	
HAYWARD AREA HISTORICAL SOCIETY	Non-profit organizations	Non-homeless special needs neighborhood improvements	
HORIZON SERVICES	Non-profit organizations	Non-homeless special needs public services	
Housing and Economic Rights Advocates	Non-profit organizations	Homelessness Non-homeless special needs Rental public services	
International Institute of the Bay Area	Non-profit organizations	Non-homeless special needs public services	
LA FAMILIA COUNSELING SERVICES	Non-profit organizations	Homelessness Non-homeless special needs public services	
LEGAL ASSISTANCE FOR SENIORS	Non-profit organizations	Homelessness Non-homeless special needs public services	
LIFE ELDERCARE	Non-profit organizations	Non-homeless special needs public services	
LOVE NEVER FAILS	Non-profit organizations	Economic Development Non-homeless special needs	
PACIFIC CHAMBER ORCHESTRA	Non-profit organizations	Non-homeless special needs public services	

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
REBUILDING TOGETHER	Non-profit organizations	Non-homeless special needs public services	
Ruby's Place	Non-profit organizations	Homelessness Non-homeless special needs public services	
SAFE ALTERNATIVES TO VIOLENT ENVIRONMENTS (SAVE)	Non-profit organizations	Non-homeless special needs public services	
South Hayward Parish	Community/Faith-based organization	Homelessness Non-homeless special needs public services	
SPECTRUM COMMUNITY SERVICES	Non-profit organizations	Non-homeless special needs public services	
ST ROSE HOSPITAL FOUNDATION	Non-profit organizations	Non-homeless special needs public services	
TIBURCIO VASQUEZ HEALTH CENTER	Non-profit organizations	Non-homeless special needs public services	
TRI-CITY HEALTH CENTER	Non-profit organizations	Non-homeless special needs public services	

**Table 29 - Institutional Delivery Structure**

**Assess of Strengths and Gaps in the Institutional Delivery System**

The City of Hayward has a strong network of community-based organizations (CBOs) that are collaborative, innovative, and provide a variety of services to meet the needs of the City's most vulnerable. The most significant gap in the current system, as with systems across the Bay Area, is affordable housing. While many strong CBOs exist to provide supportive services to homeless and unstably housed residents, the system still lacks sufficient affordable housing units and shelter beds. In November 2019 the City opened its first Housing Navigation Center, which has helped address this gap; however, despite the 45 new beds and initial success moving individuals to permanent housing, the need persists.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance			
Rental Assistance	X	X	
Utilities Assistance	X		
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics		X	
Other Street Outreach Services		X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X		X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	X
<b>Other</b>			

**Table 30 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

Through its annual funding process, the City of Hayward funds family shelters, domestic violence shelters, homeless outreach, medical services, counseling services, legal services, and employment and life skills.

In November 2019, the City of Hayward opened its first Housing Navigation Center, just ten months after being approved by the Hayward City Council. The Housing Navigation Center provides temporary,

short-term shelter to 45 individuals and intensive housing navigation services to move individuals into permanent housing.

The Newcomer Navigation Center is in development currently and is a Navigation Center for unaccompanied immigrant youth and children in migrant families.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The City of Hayward continues to provide services within the following framework: prevent homelessness from ever happening, compassionately respond to homelessness, and quickly move people from homelessness into permanent housing. In January of 2020, the City adopted a three-year strategic roadmap comprised of five key priority areas. One of these areas was Preserve, Produce, and Protect Housing for All. As part of this priority area, the City has plans to develop a five-year strategic plan to end homelessness. The City's homelessness reduction strategic plan must now also address the new economic and social landscape created from the COVID-19 crisis. The homelessness reduction strategic plan will aim to better map out the existing services in Hayward and where the City's biggest needs are.

One challenge particularly poignant in the San Francisco Bay Area is the high cost of living as well as the high cost of construction. High construction costs create challenges in affordable housing development, and high cost of living make it challenging to utilize market rate housing for the very low and extremely low-income populations.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

The City's upcoming homelessness reduction strategic plan will provide a clearer assessment of the strengths and gaps in the City's homeless service system, as well as tangible solutions for how to aggressively respond to this regional crisis. The City is proud to have housing and homelessness as one of its top priorities for the next five years. As evidenced by the quick development of the Housing Navigation Center, the City is willing to dedicate staff time and resources to provide solutions to this crisis.

**SP-45 Goals - 91.415, 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	1A. Facility & Infrastructure Access & Capacity	2020	2024	Non-Housing Community Development		Expand/Improve Public Infrastructure & Facilities	CDBG: \$2,286,572	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 100000 Persons Assisted
2	2A. Preserve Existing Homeownership Housing	2020	2024	Affordable Housing		Preserve, Protect, and Produce Housing Stock	CDBG: \$1,041,931	Homeowner Housing Rehabilitated: 225 Household Housing Unit
3	2B. Develop New Affordable Housing	2020	2024	Affordable Housing		Preserve, Protect, and Produce Housing Stock	CDBG: \$1,041,931	Rental units constructed: 200 Household Housing Unit
4	3A. Provide Supportive Services for Special Needs	2020	2024	Non-Housing Community Development		Public Services & Quality of Life Improvements	CDBG: \$746,419	Public service activities other than Low/Moderate Income Housing Benefit: 2750 Persons Assisted
5	3B. Provide Vital Services for LMI Households	2020	2024	Non-Housing Community Development		Public Services & Quality of Life Improvements	CDBG: \$746,419	Public service activities other than Low/Moderate Income Housing Benefit: 2750 Persons Assisted
6	4A. Provide for Small Business Assistance	2020	2024	Non-Housing Community Development		Economic Development	CDBG: \$2,223,276	Jobs created/retained: 25 Jobs  Businesses assisted: 140 Businesses Assisted

**Table 31 – Goals Summary**

## Goal Descriptions

1	<b>Goal Name</b>	1A. Facility & Infrastructure Access & Capacity
	<b>Goal Description</b>	Expand public infrastructure and access to public infrastructure and facilities through development activities for LMI persons and households. Public infrastructure activities include improvements to infrastructure in the jurisdiction such as roadway resurfacing and improvements to curbs and ramps on sidewalks for ADA compliance. Public facilities may include neighborhood facilities, community centers and parks and recreation facilities.
2	<b>Goal Name</b>	2A. Preserve Existing Homeownership Housing
	<b>Goal Description</b>	Provide for owner occupied housing rehabilitation in target areas of the jurisdiction. These activities will benefit LMI households.
3	<b>Goal Name</b>	2B. Develop New Affordable Housing
	<b>Goal Description</b>	There is a need to increase the number of affordable rental units, through activities such as acquisition of new properties, demolition of old properties for the purpose of creating opportunities for new affordable development, and other forms of support to affordable housing developers.
4	<b>Goal Name</b>	3A. Provide Supportive Services for Special Needs
	<b>Goal Description</b>	Provide supportive services for low income and special needs populations in the jurisdiction. Public services will target LMI citizens and may include services to address homelessness, persons with physical and mental health disabilities, the elderly, and the youth. Services may also include recreational programs for special needs populations, and education and health programs for special needs households.
5	<b>Goal Name</b>	3B. Provide Vital Services for LMI Households
	<b>Goal Description</b>	Provide supportive services for low- to moderate-income households in the jurisdiction. Public services will include: fair housing awareness, crime prevention programs, case management for emergency assistance, employment programs, and health programs.

6	<b>Goal Name</b>	4A. Provide for Small Business Assistance
	<b>Goal Description</b>	Provide economic development support using funds to assist small businesses in the jurisdiction.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

The City’s HOME funds will be used for affordable housing development projects and Tenant-Based Rental Assistance (TBRA) through Project Independence, a TBRA program that provides housing subsidies to transition-age youth (TAY) as part of a wrap-around service model in which they receive case management and other supportive services. The City estimates that during the duration of this Consolidated Plan, approximately 150 low to moderate income TAY will receive support through the HOME-funded Project Independence.

For the first year of the Consolidated Plan, the 2020 Action Plan, the City plans to allocate additional HOME funds to TBRA in response to the COVID-19 pandemic.





## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

While the Federal Government banned the use of lead-based paint in 1978, many homes built prior to that may still have surfaces finished with lead-based paint. Simply painting over lead-based paint will not necessarily mitigate the potential health impacts of this product. Per the Consortium's Housing Needs Assessment, Hayward has approximately 37,359 homes built prior to 1980, where Lead-based is most often found. This represents 76% of the total number of dwelling units in Hayward. The incidence of lead paint hazards in the County's older housing stock, which poses dangers for young children living in those dwellings, has been documented in the Consortium's Housing Needs Assessment.

The City's Housing Rehabilitation Program is administered in partnership with local nonprofits. As required by the EPA, these providers must be trained by an approved trainer to become an EPA-certified renovator, who are authorized to perform work. When rehabilitating older housing, built before 1978, precautions are made to limit construction workers and homeowners' exposure to lead from lead-based paint. Work performed is in compliance with new Federal lead-based paint requirements and follow lead-safe work practices. Lead safety information is provided, including but not limited to the following resources:

- EPA information about Lead in Paint, Dust and Soil
- HUD's Office of Healthy Homes and Lead Hazard Control
- CDC's Childhood Lead Poisoning Prevention Program
- Coalition to End Childhood Lead Poisoning

Although many of the HOME-assisted properties are newer construction which do not contain lead-based paint, all properties acquired or rehabilitated with HOME funds must also have a lead-based paint risk assessment and the appropriate abatement measures must be performed. City staff conducts annual on-site monitoring inspections to verify that HOME-funded properties are in compliance with HOME, state, and local property standards, including regulations related to the control and abatement of lead-based paint. Additionally, during the inspections, tenants' leases are reviewed to verify that lead-based paint provisions are included and acknowledged by both the property and tenant.

The City provides information on general housing law compliance and regularly conducts housing inspections as part of the annual rental program. City staff responds to any public complaints regarding California Health and Safety Code violations, which includes Sec. 17921 of the California Health and Safety Code for lead-based paint concerns. Furthermore, the City is currently partnering with Alameda County Healthy Homes Department to develop a more robust lead-based training program.

### **How are the actions listed above integrated into housing policies and procedures?**

As of September 15, 2000, joint HUD and EPA Lead-Based Paint regulations require that properties acquired or rehabilitated with CDBG or HOME funds must have an assessment of lead-based paint risk and, funding between \$5,000 and \$25,000, have interim controls applied and, if over \$25,000, have all lead-based paint hazards abated.

The City is working with local partners to extenuate the risk of lead-based paint exposure in housing units by providing funding to mitigate lead-based paint as part of the overall rehabilitation of rental and owner-occupied properties. In addition, as the City continues to partnership with Alameda County Healthy Homes Department to find ways to refine the lead-based training program, new housing policies and procedures may emerge.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Several priorities in the City's Strategic Roadmap are intended to combat poverty and improve quality of life. As such, the priority needs and goals identified in this Consolidated Plan align with the City's Roadmap and are intended to reduce the number of poverty-level families.

The City believes strongly in the need for regional collaboration and partnership in order to reduce the number of poverty-level families living in Hayward. In addition to working closely with local and regional community-based organizations (CBOs), many of whom are subrecipients of CDBG funds, the City also participates in partnerships with Hayward Unified School District; California State University, East Bay; Chabot College; Hayward Area Recreation and Park District; regional economic development boards and councils; and Everyone Home, the County's Continuum of Care network. Through these partnerships, the City focuses on improving opportunities and outcomes for low-income families, youth, individuals and families in need of shelter, older adults and adults with disabilities, newcomers, and other groups who need shelter, prevention, and intervention services and activities to improve their lives and combat poverty.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

City staff promote communication and collaboration across internal City divisions and with external partners at the local, regional, and state levels. As such, the priorities, goals, and related projects and activities in this plan are developed in consideration of community needs and existing local and regional efforts to create more affordable housing opportunities.

Affordable housing priority needs and goals for this Consolidated Plan align with the Alameda County HOME Consortium's plan to ensure regional collaboration on program and policy efforts.

## SP-80 Monitoring - 91.230

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The City will monitor itself and its subrecipients utilizing approved procedures and policies in addition to systematic checklists to ensure all criteria, national objectives, and performance measurements are met. We will also follow the six steps outlined below:

1. **Pre-award assessment**, which includes methods to invite project proposals from subrecipients, assesses the quality of the projects and subrecipient capacity to carry them out, and make ultimate funding decisions.
2. **Subrecipient agreements** between the grantee and the subrecipient that specify types of products or services required, project timelines, documentation of results, and contract incentives or penalties.
3. **Training and technical assistance** provided to subrecipient agencies, including provision of orientation materials; training and other special instruction to new subrecipients or those carrying out particularly large or complex projects; and delivery of timely assistance upon request, or upon identification of issues through monitoring.
4. **Tracking program progress**, including reporting against work plan objectives and targets, assessment of project performance and response to performance findings, and documentation and communication of results.
5. **Monitoring strategies and procedures**, including procedures for assessing risk; assessing the scope of monitoring (for example, financial, procurement, project progress, program income, benefit determinations to low and moderate income persons, and other issues of compliance with their agency agreement); and inspection of work products and the quality of reporting.
6. **Follow-up procedures**, including corrective action to handle detected violations of law and regulations, and effective action on the part of agency decision-makers to resolve continuing problems in subrecipient management.

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

### Guiding Principles

## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 32 - Geographic Priority Areas

<b>1</b>	<b>Area Name:</b>	City-wide
	<b>Area Type:</b>	Other
	<b>Other Target Area Description:</b>	Other
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	

### General Allocation Priorities

Describe the basis for allocating investments geographically within the state

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 33 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	<b>Geographic Areas Affected</b>	Other
	<b>Associated Goals</b>	Rental Assistance

	<b>Description</b>	Promote the production, rehabilitation and preservation of affordable housing (rental and ownership) through acquisition, rehabilitation, new construction and minor home repair. Reduction of Housing Discrimination through provision of fair housing and landlord/tenant services. Provide rental assistance to target populations as well as people economically impacted by a disaster or emergency, such as the COVID 19 pandemic.
	<b>Basis for Relative Priority</b>	As described throughout this document, multiple community needs meetings, the Livermore Housing Element and the City Council Subcommittee on Homelessness each identified affordable housing as one of Eastern Alameda County’s most critical needs.
<b>2</b>	<b>Priority Need Name</b>	Homeless
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Other
	<b>Associated Goals</b>	
	<b>Description</b>	Use resources to end homelessness by funding and supporting homeless services programs.
	<b>Basis for Relative Priority</b>	As described throughout this document, the number of persons experiencing homelessness is on the rise in Livermore and establishing a homelessness strategy, engaging local partners to develop a coordinated response, and meeting the needs of this population are a City priority.
<b>3</b>	<b>Priority Need Name</b>	Supportive Housing
	<b>Priority Level</b>	High



	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Rural Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Other
	<b>Associated Goals</b>	
	<b>Description</b>	Increase the availability of service enriched housing for persons with special needs by supporting the acquisition and new construction of housing units.
	<b>Basis for Relative Priority</b>	As described throughout this document, there is a pressing local need for supportive housing units, particularly for seniors, people experiencing homelessness, people with disabilities, and families, that provide case management and coordination of services so participants can maintain permanent housing.
4	<b>Priority Need Name</b>	Community Development

<b>Priority Level</b>	High
<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
<b>Geographic Areas Affected</b>	Other
<b>Associated Goals</b>	Public Services Public Facilities
<b>Description</b>	Support public service programs for low-income community members, preserving safety net services for families and individuals who are underserved or impacted by a disaster or emergency such as the COVID 19 pandemic. Make improvements, including ADA accessibility, to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, homeless facilities and other public facilities/community centers. Fund economic development, micro-enterprise and on-the-job training.
<b>Basis for Relative Priority</b>	

**Narrative (Optional)**

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

The City of Livermore's anticipates receiving federal Community Development Block Grant (CDBG) allocations and HOME Investment Partnerships Program (HOME) funds through the Alameda County HOME Consortium during FY 2020-2024. The City will also receive approximately \$60,000 of rental income each year of the Consolidated Plan period from the properties the City purchased with a Section 108 loan guarantee. The City will use the program income generated from this property to repay the 108 loan. If this property generates any additional program income, the City will use the funding to pay for the building’s operating expenses.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	436,653	0	0	436,653	1,760,000	The City anticipates receiving approximately \$440,000 of CDBG allocation each year of the Consolidated Plan of its Five-Year Consolidated Plan.

Table 34 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

The City of Livermore has acquired several vacant parcels for the future development of affordable housing that is consistent with the City's goals and priorities as outlined in the City's Five-Year Consolidated Plan and the City's General Plan Housing Element.

**Discussion**

### SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Livermore	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning neighborhood improvements public facilities public services	Jurisdiction
City of Livermore Housing Authority	PHA	Public Housing	Jurisdiction
Housing Consortium of the East Bay	Developer	Homelessness Rental	Jurisdiction
ABODE SERVICES	Non-profit organizations	Homelessness	Region
TRI-VALLEY HAVEN	Non-profit organizations	Homelessness Non-homeless special needs public services	Region
CityServe of the Tri-Valley	Non-profit organizations	Homelessness Non-homeless special needs public services	Region
AXIS COMMUNITY HEALTH	Non-profit organizations	Non-homeless special needs public services	Region
Alameda County Everyone HOME	Regional organization	Homelessness	Region
Midpen Housing Corporation	Developer	Homelessness Ownership Rental	Jurisdiction

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Eden Housing for Council for Hope and Opportunity (ECHO)	Non-profit organizations	Homelessness Non-homeless special needs Rental public services	Jurisdiction
SENIOR SUPPORT OF THE TRI-VALLEY	Non-profit organizations	Non-homeless special needs public services	Region
Alameda County Housing and Community Development	Government	Economic Development Homelessness Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Region
OPEN HEART KITCHEN	Non-profit organizations	Homelessness Non-homeless special needs public services	Jurisdiction
CALICO Center	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
SPECTRUM	Non-profit organizations	Non-homeless special needs public services	Region
Livermore Area Recreation and Park District (LARPD)	Public institution	Non-homeless special needs public services	Jurisdiction
Hello Housing Administration of a Community Buying Program	Non-profit organizations	Ownership Rental	Jurisdiction
Eden I&R	Non-profit organizations	Non-homeless special needs public services	Region

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Livermore Homeless Refuge	Non-profit organizations	Homelessness	Jurisdiction
Asbury Methodist Church	Community/Faith-based organization	Homelessness Non-homeless special needs public services	
EAST BAY HABITAT FOR HUMANITY	Non-profit organizations	Ownership Rental	Jurisdiction
LIVERMORE VALLEY JOINT UNIFIED SCHOOL DISTRICT (LVJUSD)	Public institution	Homelessness Non-homeless special needs public services	Jurisdiction

**Table 35 - Institutional Delivery Structure**

**Assess of Strengths and Gaps in the Institutional Delivery System**

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance	X		
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics			
Other Street Outreach Services	X	X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	X
Child Care	X		
Education	X		X
Employment and Employment Training	X		



<b>Supportive Services</b>			
Healthcare	X	X	X
HIV/AIDS	X		
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	
<b>Other</b>			

**Table 36 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

**SP-45 Goals - 91.415, 91.215(a)(4)**

**Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Rental Assistance	2020	2024	Affordable Housing		Housing	CDBG: \$630,000	Tenant-based rental assistance / Rapid Rehousing: 87 Households Assisted
2	Public Services	2020	2024	Homeless Non-Homeless Special Needs Non-Housing Community Development		Community Development	CDBG: \$330,000	Public service activities other than Low/Moderate Income Housing Benefit: 1986 Persons Assisted
3	Public Facilities	2020	2024	Homeless Non-Housing Community Development	City-wide	Community Development	CDBG: \$800,000	Other: 3 Other

**Table 37 – Goals Summary**

**Goal Descriptions**

1	<b>Goal Name</b>	Rental Assistance
	<b>Goal Description</b>	Provide rental assistance to target populations as well as people economically impacted by a disaster or emergency, such as the COVID 19 pandemic

<b>2</b>	<b>Goal Name</b>	Public Services
	<b>Goal Description</b>	Support public service programs for low-income community members, preserving safety net services for families and individuals who are underserved or impacted by a disaster or emergency such as the COVID 19 pandemic.
<b>3</b>	<b>Goal Name</b>	Public Facilities
	<b>Goal Description</b>	Acquire and make improvements, including ADA accessibility and emergency preparedness, to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, homeless facilities and other public facilities/community centers.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

The City anticipates adding at least 100 affordable housing units throughout the FY 2020-2024 Consolidated Plan period through 3 projects currently under development. In addition to creating new housing units for persons experiencing homelessness, the Vineyard Housing and Services project will expand an existing food and homeless services site to provide critical infrastructure for addressing the City's strategic plan goals. The Ageno project will provide affordable units for 55 years to households with incomes up to 50% of the median income and the Avance project will provide services-enriched housing units targeted to persons with developmental disabilities.

The City's annual CDBG entitlement from HUD serves on average 1,500 to 2,000 low income Livermore residents over the course of 5 years. Because the City uses a variety of local funding sources to leverage the CDBG funding by providing assistance to a broad range of agencies, as well as supporting the Multi-Service Center, the number of people served raises to over 10,000.



## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

#### **How are the actions listed above integrated into housing policies and procedures?**

HUD 24 CFR Part 35 Title X Section 1012 & 1013 lists requirements by activity. The Housing Authority and all housing programs have incorporated these and are in compliance with Rehabilitation (Subpart J), and Tenant Based Rental Assistance (Subpart M). These activities and requirements are addressed in the City's Housing Rehabilitation Program Guidelines. Visual inspection for deteriorated paint is a part of the HQS inspections that are performed annually by Livermore Housing Authority staff for Voucher holder residences.

**SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

### **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The U.S. Department of Housing and Urban Development allocates funds to the City of San Leandro as an entitlement jurisdiction for housing and community development activities. These funds are allocated through the Community Development Block Grant (CDBG) program. As a condition of receiving these grant funds, the City prepares a Consolidated Plan to assess the affordable housing and community development needs, and present priorities and strategies for addressing those needs. As a part of this Five-Year planning document is the Annual Action Plan that provides a summary of the actions and activities slated to address those needs. The priority needs and goals of the FY 2020-2024 Consolidated Plan are outlined in the following charts: “SP-28 Priority Needs Summary” and “SP-48 Goals Summary”.

The allocation priorities for the City are designated to address these priority needs.



## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 38 - Geographic Priority Areas

<b>1</b>	<b>Area Name:</b>	City-Wide
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	

### General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The City has not established a specific target area to focus the investment of CDBG funds. The City will continue to fund programs that meet the national objectives of serving low- and moderate-income clientele (LMC) or low- and moderate-income housing (LMH), with each activity benefitting at least 51% low- and moderate-income individuals and families. The City will also continue to fund programs whose headquarters might be located in other jurisdictions so long as the agency receiving CDBG funds serves San Leandro residents.

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 39 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Affordable Housing Needs
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill veterans Victims of Domestic Violence Unaccompanied Youth Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Produce and Preserve Affordable Housing

	<b>Description</b>	<p>To address the need for affordable housing in the City of San Leandro, the Community Development Department's Housing Division proposes to take the following actions:</p> <ul style="list-style-type: none"> <li>• Increase the availability of affordable rental housing for extremely low- (30% AMI), very low- (50% AMI), and low-income (80% AMI) households.</li> <li>• Preserve existing affordable rental housing for households at or below 80% Area Median Income (AMI).</li> <li>• Preserve existing ownership for households at or below 80% Area Median Income (AMI).</li> <li>• Assist low- and moderate-income first-time homebuyers.</li> <li>• Reduce housing discrimination.</li> </ul>
	<b>Basis for Relative Priority</b>	<p>Documented lack of affordable rental housing in the Alameda County. The City historically allocated and will continue allocate CDBG funds to provide fair housing services and preserve affordable housing. The City will use its HOME funds to support the new construction or acquisition/rehabilitation of affordable rental and/or ownership housing.</p>
2	<b>Priority Need Name</b>	Homeless Needs
	<b>Priority Level</b>	High
	<b>Population</b>	<p>Extremely Low  Low  Moderate  Large Families  Families with Children  Elderly  Chronic Homelessness  Individuals  Families with Children  Mentally Ill  veterans  Victims of Domestic Violence  Unaccompanied Youth  Elderly  Persons with Mental Disabilities  Persons with Physical Disabilities  Persons with Developmental Disabilities  Victims of Domestic Violence</p>

	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	
	<b>Description</b>	<p>To address the homelessness needs of the City of San Leandro, the City will continue to support homeless-serving activities that:</p> <ul style="list-style-type: none"> <li>• Maintain, improve, and expand (as needed) the capacity of housing, shelter, and services for homeless individuals and families including integrated healthcare, employment services, and other services.</li> <li>• Maintain and expand activities designed to prevent those currently housed from becoming homeless.</li> <li>• Build on inter-jurisdictional cooperation to achieve housing and homeless needs.</li> </ul>
	<b>Basis for Relative Priority</b>	Reducing homelessness is a high priority for the City of San Leandro and the Alameda County HOME Consortium.
<b>3</b>	<b>Priority Need Name</b>	Community Development Needs - Public Services
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Provide Public Services
	<b>Description</b>	The City will continue to provide operational grants to non-profit social service providers serving San Leandro residents. The types of services considered priorities for City funding include social and health services for low-income women, children, and families in crisis; seniors; persons with disabilities; shelter programs; tenant-landlord counseling; and fair housing.
	<b>Basis for Relative Priority</b>	The City has prioritized the allocation of CDBG funds towards the operational funding for the non-profit social service providers serving San Leandro residents. Assisting San Leandro residents in need is a top priority for the City.
<b>4</b>	<b>Priority Need Name</b>	Community Development Needs - Public Facilities
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Elderly Frail Elderly Persons with Physical Disabilities
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Improve Public Facilities and Infrastructure
	<b>Description</b>	The City's capital improvement projects include accessibility improvements to public facilities, installing wheelchair curb ramps throughout the City, and assisting non-profit social service agencies serving San Leandrans with necessary facility improvements.  The City will also continue to make principal and interest payments for the \$2.5 million HUD Section 108 Loan the City used to construct the senior community center.
	<b>Basis for Relative Priority</b>	One of the City's top and high priority is using CDBG funds to both fund ADA improvements and to repay the City's HUD Section 108 Loan. Improving the quality of life in the neighborhoods is also a top priority for the City. There is significant need for and support for public-serving facilities owned and operated by non-profit agencies including child care and child development centers, youth centers, domestic violence shelters, homeless shelters, and facilities and housing that serve the special needs population.
5	<b>Priority Need Name</b>	Supportive Housing Needs
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Elderly Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	
	<b>Description</b>	The City intends to support future transitional or permanent supportive housing projects that will serve San Leandro residents with special needs, which includes persons with physical or mental disabilities and seniors who need affordable housing integrated with available support services.
	<b>Basis for Relative Priority</b>	Many of the homeless population also have supportive services needs. The City has primarily used available HOME funds for transitional or permanent supportive housing projects that will serve residents with special needs. However, due to the consistently declining funding level for the HOME program, the City is unable to prioritize supportive housing needs hence the low priority level.
6	<b>Priority Need Name</b>	Community Development Needs - Economic Development
	<b>Priority Level</b>	Low
	<b>Population</b>	Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	
	<b>Description</b>	If funding is available, the City may provide loans to eligible small businesses for property upgrades, and if the need arises, to develop and implement a neighborhood strategy or plan that includes commercial revitalization.
	<b>Basis for Relative Priority</b>	Increased income can improve and increase the quality of life for San Leandro residents. However, due to inadequate CDBG funding, the City is unable to prioritize economic development hence the low priority level.

<b>7</b>	<b>Priority Need Name</b>	Administration
	<b>Priority Level</b>	High
	<b>Population</b>	Other
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Program Administration
	<b>Description</b>	The City will continue to allocate 20% of its annual CDBG entitlement fund amount to the administration of the City's CDBG program and to fair housing services that affirmatively further fair housing.
	<b>Basis for Relative Priority</b>	The City considers it a high priority to ensure that the CDBG program is administered in accordance to the CDBG program regulations and to ensure the City continues to affirmatively further fair housing throughout the City.

**Narrative (Optional)**



## **SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

### **Introduction**

The amount of federal CDBG entitlement funding significantly decreased during the 2010-2015 Consolidated Plan 5-Year planning period. In the 2015-2019 Consolidated 5-Year planning period, as of the 2017 program year, there had been a 5% increase since the 2015 program year. When this analysis is done over a 10-year period from the 2007 program year to the 2017 program year CDBG funds had decreased overall by 12% (note that these amounts have not been adjusted for the current year dollar value). For the HUD program years of 2018-2019 to 2019-2020 there was a year-over-year decrease of 1%. This changes the 10-year analysis (difference between what was received in FY 10-11 to date) to an overall decrease of CDBG fund to 10%.

A note on if the CDBG allocation to San Leandro is not available until after the beginning the City's Fiscal Year starting July 1, 2019. San Leandro wants to ensure that the public service providers do not have an interruption in services offered to the residents of San Leandro. According to the government-wide Uniform Administrative Requirements, Cost Principles and Audit Requirements regulation at 2 CFR § 200, contains language concerning agency approval of pre-award costs. The language at 2 CFR § 200.458 applies to any program that does not have separate provisions concerning authorization of pre-award costs:

2 CFR § 200.458. Pre-award costs are those incurred prior to the effective date of the Federal award directly pursuant to the negotiation and in anticipation of the Federal award where such costs are necessary for efficient and timely performance of the scope of work. Such costs are allowable only to the extent that they would have been allowable if incurred after the date of the Federal award and only with written approval of the Federal awarding agency.

Additionally, San Leandro is aware of the federal regulation citing the total amount of pre-award costs paid during any program year cannot be more than 25 percent of the grant amount for that year or \$300,000, whichever is greater.

The Consolidated Plan must identify federal, state and local resources expected to be available to the City of San Leandro to address priority needs and specific objectives identified in the Strategic Plan. In FY 2020-2021 the City of San Leandro will receive an allocation of \$768,310. The HOME allocation for the same period \$238,792.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	768,310	0	0	768,310	2,700,000	CDBG activities will include administration, public services, housing, and other activities benefiting low-mod income households and communities in the City of San Leandro.

**Table 40 - Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

CDBG funds will be leveraged with other funding available within the City of San Leandro, the region and the State of California. Local resources include San Leandro’s Affordable Housing Trust Fund, the Low/Mod Housing Asset Fund (repayments or income generated by former Redevelopment Agency Assets), General Fund commitments and other non-financial resources. One non-financial resource for affordable housing includes the City’s Inclusionary Zoning that requires new residential development to provide a percentage of its residential units be affordable to lower income households. The City’s Affordable Housing Trust Fund mainly receives deposits of in-lieu fees when a developer chooses to pay instead of providing inclusionary affordable housing units.

Other regional funding include Alameda County Measure A-1 bond funds. In the Fall of 2016 Alameda County 73% of the voters approved measure A1, a \$580 million general obligation bond measure designated to support regional efforts to address the lack of affordable housing.

The City of San Leandro has a base allocation of these funds in the amount of over \$10 million that is earmarked for affordable rental housing development in San Leandro.

There are significant efforts both regionally and at the State level to address decreased funding for affordable housing and community development. The 2017-18 Regular Session of the California State Legislature passed two bills (of many other housing-related legislation) seeking to generate funds for new affordable housing production. The Building Homes and Jobs Act (SB 2: Atkins) will establish a permanent source of funding for affordable housing through a \$75 fee on real estate document filings. The Affordable Housing Bond Act (SB 3: Beall) allowed the State of California to place a \$4 billion statewide general obligation bond for affordable housing on the November 2018 ballot. Proposition 1: Housing Programs and Veterans' Loan Bond was approved and will fund existing critical and successful affordable housing programs operated by State agencies.

Additionally, the statewide Greenhouse Gas Reduction Fund's Affordable Housing and Sustainable Communities program is a competitive funding program that encourages collaboration between affordable housing developers, jurisdictions and transit agencies to fund affordable housing development and transportation infrastructure and amenities. City staff will continue encouraging affordable housing developers and area transit agencies to collaborate in an application to AHSC for funding when a viable and competitive housing and transportation development is ready to move forward.

Low-Income Housing Tax Credits (LIHTC): The federal 4% and 9% LIHTC is the principal source of funding that can be leveraged for the construction and rehabilitation of affordable rental housing. They are a dollar-for-dollar credit against an investor's federal tax liability.

City staff continue to monitor developments in these regional and state funding initiatives and will work to position affordable housing and community development projects in the City to be competitive in securing those funding resources.

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

The 2018-19 Session of the California State Legislature passed multiple bills regulating the City's supply of surplus land (AB 1486: Ting; AB 1255: Rivas; SB6: Beall). The City will work to be in compliance with State law regarding City-owned property used to address the needs identified by the 2020-2024 Consolidated Plan if any becomes available during this planning period.

## Discussion

### SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of San Leandro	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Rental neighborhood improvements public facilities public services	Jurisdiction
CALICO Center	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
Davis Street Family Resource Center	Non-profit organizations	Homelessness Non-homeless special needs public services	Jurisdiction
SOS / Meals on Wheels	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
SPECTRUM COMMUNITY SERVICES	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
ECHO HOUSING	Non-profit organizations	Non-homeless special needs public services	Jurisdiction
BOYS AND GIRLS CLUB of San Leandro	Non-profit organizations	Non-homeless special needs public facilities	Jurisdiction
BUILDING FUTURES FOR WOMEN WITH CHILDREN	Non-profit organizations	Homelessness public facilities	Jurisdiction
Rebuilding Together Oakland - East Bay			

**Table 41 - Institutional Delivery Structure**

**Assess of Strengths and Gaps in the Institutional Delivery System**

Public agencies, for-profit and non-profit private organizations all play a part in the provision of affordable housing, social services, capital improvements, and economic development. The City's Housing Services Division has the primary responsibility for implementation of the Consolidated Plan and the Housing Element. The Division works closely with the Office of Business Development in the implementation of affordable housing projects and programs. Non-profit agencies also provide social services to the community each year. The Alameda County Housing and Community Development (HCD) Department is the lead agency in the implementation of the HOME Consortium's Consolidated Plan. HCD also administers the HOME Program for the HOME Consortium members, HUD homeless programs (including the Continuum of Care Council), and the Mortgage Credit Certificate (MCC) Program for homeownership. The City and other cities in the County take part in the HCD activities described above.

The City plans to continue funding EveryOne Home's operations, and City staff will continue to serve on its strategic Leadership Board. As already described, the City is committed to implementing the strategies of the EveryOne Home Plan and its objectives of ending homelessness in Alameda County by 2020.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	
Legal Assistance			
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics			
Other Street Outreach Services	X	X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X		

Supportive Services			
Employment and Employment Training	X	X	
Healthcare	X		
HIV/AIDS			
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
Other			

**Table 42 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

As of the 2019 Point-in-Time Count, San Leandro has an estimated 418 homeless individuals. In 2018, Alameda County began a new intake system for homeless persons to be housed. Building Futures for Women and Children (BFWC) is the County’s contractor to administer the Coordinated Entry System (CES). BFWC has registered 168 persons into CES. The County is currently housing only the highest acuity homeless individuals.

One of the outcomes of the San Leandro Homeless Compact was the case conferencing team to specifically address individual cases. The team includes BFWC, the San Leandro Police and Recreation and Human Services Departments, and April Showers. Other agencies are included as necessary (school district, veterans, etc.) This team approach continues under the CES system. The Compact is considered a model program and is currently assisting other municipalities replicate this model.

Alameda County will release a tremendous amount of funding for homelessness in 2018 and 2019. The Homeless Emergency Aid Program (HEAP) and the California Emergency Solutions Housing Program (CESH) will offer approximately \$16 million and \$1.6 million respectively. Eligible activities for these funds include: street outreach, health and safety, criminal justice diversion, prevention, rental assistance, emergency shelters, housing vouchers, rapid re-housing, supportive housing and housing.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The Human Services Gap Analysis was completed in April 2017. This report provided the analysis of human service needs, current human services assets within the city and region and areas of unmet

need. The purpose of the analysis and policy recommendations is to inform the development of priorities and criteria for the City's human services program direction and decisions.

The report identified the following policy recommendations:

- Articulate and communicate strategies and priorities for the various roles the Recreation and Human Services Department plays: funder, advocate and convener.
- Increase awareness of services outside of San Leandro.
- Increase the quality of communication about the human services available to San Leandro residents.
- Convene cross-sector stakeholders to plan for likely federal cuts.
- Increase opportunities for a culturally and economically diverse group of residents to participate in the setting of priorities for human services and decisions-making about funding.
- Create opportunities for other City of San Leandro departments to address human services needs as modeled by the San Leandro Homeless Compact.
- Engage multi-sector partners to plan for the needs of the diverse communities in San Leandro.
- Bring attention to San Leandro's special populations and their needs, including grandparents raising grandchildren, immigrants, and people with disabilities.
- Develop a formal food security program.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

Overall, the strategy for implementing targeted human service programs for the City of San Leandro will be strategic and culturally competent. San Leandro's Recreation and Human Services Department (RHS) is the lead entity providing homeless services and will look to partner with programs and projects that are self-sustaining and part of an existing system of care. RHS has only one staff person assigned to this program area. RHS partners with community-based organizations, the faith community and local and regional government.



## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Produce and Preserve Affordable Housing	2020	2024	Affordable Housing	City-Wide	Affordable Housing Needs	CDBG: \$675,000	Homeowner Housing Rehabilitated: 100 Household Housing Unit
2	Provide Public Services	2020	2024	Non-Housing Community Development	City-Wide	Community Development Needs - Public Services	CDBG: \$525,000	Public service activities other than Low/Moderate Income Housing Benefit: 19980 Persons Assisted
3	Improve Public Facilities and Infrastructure	2020	2024	Non-Housing Community Development	City-Wide	Community Development Needs - Public Facilities	CDBG: \$1,580,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 9500 Persons Assisted
4	Program Administration	2020	2024	Program Administration	City-Wide	Administration	CDBG: \$695,000	Public service activities for Low/Moderate Income Housing Benefit: 50 Households Assisted

**Table 43 – Goals Summary**

### Goal Descriptions

<b>1</b>	<b>Goal Name</b>	Produce and Preserve Affordable Housing
	<b>Goal Description</b>	CDBG and HOME funds, if feasible, will be used to construct new affordable housing or preserve existing affordable housing whether it be low-income owner-occupied or existing rental.
<b>2</b>	<b>Goal Name</b>	Provide Public Services
	<b>Goal Description</b>	CDBG and HOME funds, if feasible, will be used to support public service providers.
<b>3</b>	<b>Goal Name</b>	Improve Public Facilities and Infrastructure
	<b>Goal Description</b>	CDBG and HOME funds, if feasible, will be used to improve public facilities and infrastructure.
<b>4</b>	<b>Goal Name</b>	Program Administration
	<b>Goal Description</b>	A portion of CDBG and HOME funds will be used to administer programs and affirmatively further fair housing choice.

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

The City has a total Regional Housing Need Allocation (RHNA) under the State’s Housing Accountability Act to construct, during the period of 2015 to 2023, 504 housing units affordable to households earning up to 50% of area median income and 270 housing units affordable to households earning between 50-80% of the area median income. From 2015 to 2019 the City has constructed 197 of the 774 housing units required under its obligation to comply with the RHNA requirement for very low- and low-income housing. It is estimated that over the next five years the City's will construct at least one multi-unit family affordable housing apartment complex consisting of 57 units affordable to Veterans and families at or below 60% of the area median income. The City is actively pursuing interested affordable housing developers to allocate its remaining Alameda County Measure A-1 designated funding for San Leandro.



## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

While lead based paint was banned in 1978 by the U.S. Consumer Product Safety Commission (CPSC), it is still a significant problem in cities where the housing stock is relatively old and built before the ban. In San Leandro, about 70 percent of the housing stock was built before 1979.

Alameda County Healthy Homes Department (ACHHD) has a HUD Lead Hazard Control grant to remediate lead hazards in qualifying Alameda County housing units that are vacant, or occupied by a low income household with either a child under 6, a pregnant woman, or a child under 6 years who visits twice a week for at least three hours each time. The ACHHD was recently awarded a 42 month lead hazard control grant which began January 1st, 2020. The ACHHD will market to and expects to enroll eligible Alameda County properties into the program which will complete 144 units County wide over the grant period.

The Environmental Protection Agency (EPA) rule effective April 22, 2010 requires that contractors be EPA-lead certified prior to beginning work on structures built before 1978. The City, specifically its Building & Safety Services Division, requires contractors, who are working on homes built prior to 1978, to demonstrate that they have satisfied the EPA law prior to providing them the City building permits needed.

### **How are the actions listed above integrated into housing policies and procedures?**

Should the City use federal funds, such as HOME funds, for acquisition and/or rehabilitation of apartments for preservation or maintenance as affordable housing, it will inform tenants of lead-based paint and comply with both the new EPA law on lead and renovation as well as with applicable HUD lead-based paint hazard reduction guidelines and regulations.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Section 220 of the 1992 Housing and Community Development Act requires jurisdictions to describe the goals, programs, and policies that will reduce the number of households with incomes below the poverty level. One strategy for increasing household income is to improve the employment potential of those who are seeking to break from the cycle of poverty. The City's Community Assistance Grant Program (CAP), currently funded with CDBG and City general funds, will continue to support non-profit agencies that provide various levels of safety-net programs and related services to low-income members of the community.

Once of the City's primary and ongoing recipients of CDBG and CAP funding is Davis Street Family Resource Center (DSFRC). DSFRC provides case management services to address their clients' financial and social struggles and, employment support services and workshops that include assistance with résumé writing, job search, interview preparation, creating a family budget, and providing clothes for interviews. Special career management courses also assist CalWORKs clients in transitioning from welfare to self-sufficiency. Moreover, DSFRC and Building Futures with Women and Children (BFWC) work collaboratively to find long-term affordable housing for homeless families who have students in the school district.

The City's Office of Business Development actively seeks new commercial office and retail developments that may result in new employment opportunities for residents. The CDBG staff will continue to work closely with the City's Office of Business Development staff to develop eligible projects and programs and promote increased economic development and community job creation and retention.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

The City will continue to use CDBG funds to implement activities/programs to fight poverty and improve the economic circumstances of San Leandro residents. Non-profit agencies providing employment and training resources, such as Davis Street Family Resource Center, will continue to receiving CAP funds. When feasible, economic development programs targeted for job creation and retention will be supported.

Furthermore, compliance with Section 3 of the Housing Act of 1967 is required in connection with many San Leandro contracts. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects will be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing. San Leandro have implemented efforts to ensure that contractors are making good faith efforts in complying with the Section 3 requirements.

## **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The City of San Leandro has the following procedures to monitor CDBG-funded activities to ensure long-term compliance with the regulatory requirements of the CDBG program.

### *Public Services Agencies*

- City staff conducts desk and onsite monitoring of public services agency providers. Public services agencies are required to submit quarterly invoices and progress reports. City staff conducts thorough review of monthly invoices prior to submitting them for reimbursement processing. City staff compiles quarterly reports which provide quantitative figures and narratives to describe the progress of the programs. Furthermore, City staff conducts onsite-monitoring of the agencies to assess program compliance by walking through the facilities, interviewing agency staff, and reviewing clients' files and financial records.

### *Capital Improvements*

- City staff monitors capital improvement projects for compliance with CDBG regulations, specifically for Davis-Bacon requirements, Section 3 regulations, and Minority Business Enterprises/Women's Business Enterprises (MBE/WBE) regulations. City staff reviews certified payroll records and conducts HUD-11 onsite interviews of construction workers. City staff collects relevant information from the contractors to routinely submit the HUD-required Section 3 Report and HUD-2516 WBE/MBE report prior to the annual submittal deadline.

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

## **SP-10 Geographic Priorities - 91.415, 91.215(a)(1)**

### **Geographic Area**

#### **Table 44 - Geographic Priority Areas**

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state



## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 45 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Housing Needs
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill veterans Victims of Domestic Violence Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Housing Needs - Affordable Rental Housing Housing Needs - Preservation - Owner Housing Needs - Preservation - Rental Housing Needs - First Time Homebuyer Housing Needs - Reduction of Housing Discriminatio
	<b>Description</b>	<b>Goal 1:</b> Promote the production, rehabilitation and preservation of affordable housing (rental and ownership) through acquisition, rehabilitation, new construction and minor home repair.  <b>Goal 2:</b> Reduction of Housing Discrimination through provision of fair housing and landlord/tenant services.

	<b>Basis for Relative Priority</b>	
2	<b>Priority Need Name</b>	Homeless Needs
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Victims of Domestic Violence Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Homeless Needs
	<b>Description</b>	<b>Goal 1:</b> Use resources to end homelessness by funding and supporting homeless services programs.
	<b>Basis for Relative Priority</b>	
	3	<b>Priority Need Name</b>
<b>Priority Level</b>		Low

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill veterans Victims of Domestic Violence Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Supportive Housing Needs
	<b>Description</b>	<b>Goal 1:</b> Increase the availability of service enriched housing for persons with special needs by supporting the acquisition and new construction of housing units.
	<b>Basis for Relative Priority</b>	
<b>4</b>	<b>Priority Need Name</b>	Community Development Needs
	<b>Priority Level</b>	High

<p><b>Population</b></p>	<p>Extremely Low  Low  Large Families  Families with Children  Elderly  Chronic Homelessness  Individuals  Families with Children  Mentally Ill  veterans  Victims of Domestic Violence  Elderly  Frail Elderly  Persons with Mental Disabilities  Persons with Physical Disabilities  Persons with Developmental Disabilities  Victims of Domestic Violence</p>
<p><b>Geographic Areas Affected</b></p>	
<p><b>Associated Goals</b></p>	<p>Community Development Needs - Capital Improvements  Community Development Needs - Economic Development  Community Development Needs - Public Services</p>
<p><b>Description</b></p>	<p><b>Goal 1:</b> Make improvements, including ADA accessibility, to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, homeless facilities and other public facilities/community centers.</p> <p><b>Goal 2:</b> Fund economic development, micro-enterprise and on-the-job training.</p> <p><b>Goal 3:</b> Support public service programs for low income residents, preserving safety net services for families and individuals who are vulnerable or “in-crisis”.</p>
<p><b>Basis for Relative Priority</b></p>	<p>The City will continue to make principal and interest payments for the \$950,000 HUD Section 108 Loan the City used to assist in the acquisition of the Axis Community Health Center in 2014, in accordance to HUD's 20-year repayment schedule ending in FY 2033-2034.</p>

**Narrative (Optional)**



**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	342,214	0	0	342,214	0	CDBG activities will include administration, public services, housing, and other activities benefiting low-mod income households and communities in the City of Pleasanton.

Table 46 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

## Discussion

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
PLEASANTON	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Rental neighborhood improvements public facilities public services	Region

**Table 47 - Institutional Delivery Structure**

**Assess of Strengths and Gaps in the Institutional Delivery System**

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy			
Legal Assistance			
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement			
Mobile Clinics			
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse			
Child Care			



<b>Supportive Services</b>			
Education			
Employment and Employment Training			
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling			
Transportation			
<b>Other</b>			

**Table 48 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing Needs - Affordable Rental Housing	2020	2024	Affordable Housing		Housing Needs		Rental units constructed: 50 Household Housing Unit  Rental units rehabilitated: 50 Household Housing Unit
2	Housing Needs - Preservation - Owner	2020	2024	Affordable Housing		Housing Needs		Homeowner Housing Rehabilitated: 10 Household Housing Unit
3	Housing Needs - Preservation - Rental	2020	2024	Affordable Housing		Housing Needs		Rental units rehabilitated: 10 Household Housing Unit
4	Housing Needs - First Time Homebuyer	2020	2024	Affordable Housing		Housing Needs		Direct Financial Assistance to Homebuyers: 5 Households Assisted
5	Housing Needs - Reduction of Housing Discriminatio	2020	2024	Affordable Housing		Housing Needs		Public service activities for Low/Moderate Income Housing Benefit: 50 Households Assisted
6	Homeless Needs	2020	2024	Affordable Housing Homeless		Homeless Needs		Homelessness Prevention: 10 Persons Assisted
7	Supportive Housing Needs	2020	2024	Affordable Housing		Supportive Housing Needs		Other: 10 Other
8	Community Development Needs - Capital Improvements	2020	2024	Non-Housing Community Development		Community Development Needs		Other: 5 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Community Development Needs - Economic Development	2020	2024	Non-Housing Community Development		Community Development Needs		Other: 5 Other
10	Community Development Needs - Public Services	2020	2024	Non-Housing Community Development		Community Development Needs		Public service activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted

Table 49 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Housing Needs - Affordable Rental Housing
	<b>Goal Description</b>	Promote the construction and preservation of affordable rental housing.
2	<b>Goal Name</b>	Housing Needs - Preservation - Owner
	<b>Goal Description</b>	Promote the preservation of single-family homes through rehabilitation or minor home repair.
3	<b>Goal Name</b>	Housing Needs - Preservation - Rental
	<b>Goal Description</b>	Promote the preservation of rental housing through minor home repair.
4	<b>Goal Name</b>	Housing Needs - First Time Homebuyer
	<b>Goal Description</b>	Provide direct financial assistance to income-eligible first time homebuyers.

5	<b>Goal Name</b>	Housing Needs - Reduction of Housing Discriminatio
	<b>Goal Description</b>	Reduce Housing Discrimination through provision of fair housing and landlord/tenant services.
6	<b>Goal Name</b>	Homeless Needs
	<b>Goal Description</b>	Funding and supporting homeless services programs to end homelessness.
7	<b>Goal Name</b>	Supportive Housing Needs
	<b>Goal Description</b>	Increase the availability of service enriched housing for persons with special needs by supporting the acquisition and new construction of housing units.
8	<b>Goal Name</b>	Community Development Needs - Capital Improvements
	<b>Goal Description</b>	Make improvements, including ADA accessibility, to public facilities, such as curbs and sidewalks, neighborhood parks and recreational improvements, and to non-profit agency facilities. Make annual principal and interest HUD Section 108 Loan repayments.
9	<b>Goal Name</b>	Community Development Needs - Economic Development
	<b>Goal Description</b>	Fund economic development, micro-enterprise, and on-the-job training.
10	<b>Goal Name</b>	Community Development Needs - Public Services
	<b>Goal Description</b>	Support public service programs for low income residents, preserving safety net services for families and individuals who are vulnerable or "in-crisis".

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**



**SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

**Actions to address LBP hazards and increase access to housing without LBP hazards**

**How are the actions listed above integrated into housing policies and procedures?**

**SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

### **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**