



CITY OF
HAYWARD
HEART OF THE BAY

**CONSOLIDATED
ANNUAL
PERFORMANCE &
EVALUATION
REPORT (CAPER)**

Fiscal Year 2019-2020

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Disclaimer: This document is a draft provided for public comment. This document is not to be considered the final FY 2019-2020 CAPER. Because it is a work in progress, there are parts that may be revised, including accomplishment data, page numbers and references. All information contained herein is subject to change upon further review.

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan.

91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

Through Community Development Block Grant (CDBG) funding, the City of Hayward conducted several activities to create and maintain affordable housing, prevent homelessness, provide services for low-income individuals and families, improve public facilities, and create economic development opportunities for all Hayward residents. The City implemented or managed subrecipients to implement each activity in a manner consistent with the FY 2019-2018 Annual Action Plan. Funded programs included:

- Fair Housing Activities
- Economic Development
- Homelessness Prevention
- Non-Homeless Special Needs
- Sustainable Housing
- Providing a drug-free workplace
- Ensuring no federal funds were used for lobbying
- Implementing activities that are consistent with all components of the 5-Year Consolidated Plan

Due to the local impacts of the COVID-19 health crisis, beginning in March 2020, many subrecipients had to pivot their service delivery models to comply with local shelter-in-place orders. As such, some subrecipient agencies received contract extensions to give them additional time to adapt to the current crisis. Of the activities that were able to expend all funds within the program year, the majority met their stated goals. All activities met a National Objective by serving the needs of low-income Hayward residents.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Administration	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development Administration & Reporting	CDBG: \$	Other	Other	1	1	100.00%			
Economic Development	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Facade treatment/business building rehabilitation	Business	0	0		0	0	
Economic Development	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	25	2	8.00%	5	2	40.00%

Economic Development	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	135	44	32.59%	17	44	258.82%
Economic Development	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Other	Other	1500	0	0.00%			
Homelessness Prevention	Homeless Non-Homeless Special Needs Homelessness Prevention	CDBG: \$	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0		2400	0	0.00%
Homelessness Prevention	Homeless Non-Homeless Special Needs Homelessness Prevention	CDBG: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	50	0	0.00%			
Homelessness Prevention	Homeless Non-Homeless Special Needs Homelessness Prevention	CDBG: \$	Homelessness Prevention	Persons Assisted	2000	123	6.15%	1120	123	10.98%

Homelessness Prevention	Homeless Non-Homeless Special Needs Homelessness Prevention	CDBG: \$	Other	Other	300	0	0.00%			
Neighborhood Facilities	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	124000	0	0.00%	500	0	0.00%
Non-Homeless Special Needs	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	0		1000	1226	122.60%
Non-Homeless Special Needs	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted	0	0		500	0	0.00%
Non-Homeless Special Needs	Non-Homeless Special Needs Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	11000	1226	11.15%			

Sustainable Housing	Affordable Housing Homeless	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	225	0	0.00%	40	0	0.00%
Sustainable Housing	Affordable Housing Homeless	CDBG: \$ / HOME: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	50	0	0.00%			

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

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Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

Prior to March 2020, activities remained consistent with the stated goals and objectives of the 2019 Annual Action Plan. However, following local and State emergency declarations and County- then State-wide shelter-in-place orders that extended through the duration of the Program Year and into the 2020 Program Year, many subrecipient agencies had to shift their approaches to service delivery and service provision. Five activities were extended into the 2020 Program Year to account for additional time needed to adapt to COVID-19 limitations and changing needs. As such, their accomplishments are not reported in the 2019 CAPER. For example, at the end of the 2019, through two home rehabilitation and repair programs, 32 households were assisted, addressing the sustainable housing goal; however, they are not reported in this CAPER as the projects were extended and not completed in Program Year 2019. Instead, those households will be reported in the 2020 CAPER.

Additionally, the City submitted a substantial amendment to its 2019 Action Plan in May 2020. This amendment adjusted objectives and funding to reflect the addition of \$902,238 in CDBG-CV (CARES Act) funds as well as the re-allocation of \$571,365 in previously uncommitted CDBG funds to respond to COVID-19. Though the amendment and subsequent funding award was approved by HUD, as of September 16, 2020, that plan is listed as “Reviewed and Awaiting Modifications” in HUD’s Integrated Disbursement and Information System (IDIS), likely due to modifications required by other jurisdictions in the Alameda County Home Consortium. IDIS requires that City staff report on the most recently approved Action Plan; therefore, with the City’s substantial amendment to the 2019 Action Plan listed as “Reviewed and Awaiting Modifications,” this CAPER reports on an the Action Plan prior to amendments that reflect the COVID-19 pandemic and corresponding increase in funds from the CARES Act. This discrepancy is addressed further in section CR-45.

Finally, actual totals reported in the above Accomplishments table are lower than planned for the Homelessness Prevention and Neighborhood Facilities goals due to construction delays on large affordable housing developments and on some smaller public facilities improvement projects. Two of the public facilities projects had completed environmental reviews and identified contractors at the beginning of Program Year 2020 (Fiscal Year 2020-2021) and will be reflected in the 2020 CAPER.

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HTF
White	437	0
Black or African American	331	0
Asian	520	0
American Indian or American Native	23	0
Native Hawaiian or Other Pacific Islander	60	0
Total	1,371	0
Hispanic	598	0
Not Hispanic	779	0

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

Just over two-thirds of those served through CDBG-funded programs in Program Year 2019 were non-white, and approximately 43% served were Latino. The proportion of people of color served increased substantially from the previous year, during which time only 40% of those served by CDBG-funded programs in Hayward were people of color.

Based on reporting limitations of some subrecipients, Hispanic/Latino individuals were classified as "Other Multi-Racial" in race/ethnicity reporting, so those totals were added to the Hispanic counts in the above table.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	2,205,343	1,374,474

Table 3 - Resources Made Available

Narrative

The City of Hayward leveraged resources from its General Fund and the Alameda County Measure B/BB Sales Tax funds in addition to Federal CDBG and HOME funding for Program Year 2019. The following section describes each funding source used during the year.

Federal Funding Sources

The City of Hayward directly receives Community Development Block Grant (CDBG) federal funds from the U.S. Department of Housing and Urban Development (HUD). Additionally, there are other federal programs that provide resources for housing and community development projects through private developers and other governmental agencies.

Community Development Block Grant (CDBG) Program

CDBG funds are made available to the City on an entitlement basis. The exact amount of funds allocated to the City is based on a HUD formula that incorporates several urban characteristics including population, age and condition of the City's housing stock, demographics, and incidence of poverty. In FY 2019-2020, the City's entitlement allocation was roughly \$1.5M. The entitlement allocation was appropriated for a variety of housing-related, public service, and community development projects benefitting low and moderate-income families and local businesses.

HOME Investment Partnership Program

As a participant in the Alameda County HOME Consortium, the City receives an allocation of HOME funds each year. These funds are used to support homelessness prevention programs and to expand the availability of affordable housing to benefit low income families within the City of Hayward. During FY 2019-2020, HOME funds were expended for rental assistance to emancipated and former foster care youth through Abode Services' Project Independence Program. Additionally, the City made use of HUD waivers to allocate funds previously earmarked for affordable development to instead provide additional tenant-based rental assistance for low-income individuals experiencing fiscal hardship due to COVID-19. Future allocations of HOME funds will be dedicated for the affordable development, which, due to construction delays, had not begun in FY 2019-2020.

Local Funding Sources

Alameda County Measure B and BB (Sales Tax) Paratransit Transportation Funds

The Alameda County Transportation Improvement Authority (ACTIA) allocated approximately \$1,775,010 in Measure B and Measure BB Base Program funds to the City of Hayward’s Paratransit program in FY 2019-2020. Over 12,000 rides were provided for activities of daily living to seniors (70+) and certified disabled residents.

City of Hayward General Fund

The City’s Social Services Program allocates General Fund grants to local and regional social service providers that serve low-income Hayward residents. The City allocated \$540,950 from its General Fund to support the delivery of social services and arts and music programs to low-income Hayward residents in FY 2019-2020. These funds were used to support services that address community needs.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation
CT 4354 Downtown	20	
CT 4355 Burbank	10	
CT 4355 North Hayward	20	
CT 4366.01 Jackson Triangle	10	
CT 4367 Santa Clara	10	
CT 4369 & CT 4362 Longwood-Winton Grove	10	
CT 4375 & CT4377 Harder-Tennyson	10	
CT 4379 Mission-Garin	10	
Tennyson - Tyrell	10	

Table 4 – Identify the geographic distribution and location of investments

Narrative

This CAPER report does not reflect changes made in the City’s second Substantial Amendment to the 2019 Action Plan, which revised the planned percentage of allocation from the list in the above table to city-wide. As such, for public services efforts, the City of Hayward made a City-wide service effort in FY 2019-2020. In the case of micro-enterprise economic development activities, small business assistance grants focused on businesses beyond the City’s downtown in strip malls who have been previously overlooked by development efforts.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

CDBG and HOME funds leveraged additional sources such as Alameda County Transitional Housing Program-Plus (THP+) funds, Measure A1 County Bond funds and City Inclusionary Housing Trust funds to support homelessness prevention programs as well as planned new construction to expand the availability of affordable housing stock within the City of Hayward.

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CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	10
Number of Non-Homeless households to be provided affordable housing units	40	2
Number of Special-Needs households to be provided affordable housing units	0	0
Total	40	12

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	12	27
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	40	2
Number of households supported through Acquisition of Existing Units	0	0
Total	52	27

Table 6 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

The City was unable to update its Affordable Housing goal in the Substantial Amendment to the 2019 Annual Action Plan and is working with HUD to revise the goals listed in Table 11 above. They will be updated in future versions of this report.

Discuss how these outcomes will impact future annual action plans.

The City of Hayward will take into consideration the COVID-19 pandemic’s impact on affordable housing development in future action plans. The City has been in communication with local affordable housing developers to understand their vacancy rates and non-payment rates, which will inform decisions on funding activities such as additional rent relief or loan programs for landlords.

Additionally, the City is taking several steps to better understand the impact of COVID-19 on the housing market and homeless population. The City is conducting a Homelessness Reduction Strategic Plan, which will include strategies for protecting, preserving, and producing affordable housing. Also, the City is preparing a Displacement Study which will compliment 2019’s Analysis of Impediments to Fair Housing study, as well as the Homelessness Reduction Strategic Plan. Collectively, these studies will enable the City to effectively target populations in greatest need while leveraging resources to the greatest extent possible to make the largest impact.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual	HTF Actual
Extremely Low-income	12	27	0
Low-income	0	0	
Moderate-income	0	0	
Total	0	0	

Table 7 – Number of Households Served

Narrative Information

Of the individuals who received CDBG-funded housing services, ten were chronically homeless before being connected to supportive housing. Due to the shelter-in-place order, those receiving CDBG-funded services were paid weekly, socially-distanced visits from case managers who provided groceries and other resources to ensure those individuals and families were not displaced due to the pandemic.

Of those who received housing services through HOME funds, 13 exited the program to either permanent housing or another transitional housing program.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

The City of Hayward leveraged CDBG funds along with State funds, the City's General Fund, and private donations to open a Housing Navigation Center in November 2019. The 45-bed Housing Navigation Center provides shelter and individualized housing services for individuals experiencing homelessness. Administered by Bay Area Community Services (BACS), staff conduct outreach in local encampments and partner with law enforcement to identify individuals in need of services. Since its opening in November, 47 individuals have successfully exited the Navigation Center to permanent housing.

Additionally, the City continued funding the Alameda County Impact program, which provides outreach and housing services to individuals identified as "high users" of county and city emergency services. Making over 600 outreach contacts, the AC Impact program provided ongoing housing and services for 12 residents in FY 2019-2020, exceeding their goal of 10.

The City also funds an economic development program, Downtown Streets Team, that provides job training and work experience in conjunction with housing services for individuals experiencing homelessness. The Downtown Streets Team partners individuals experiencing homelessness with work opportunities while providing education, employment, and housing services. The program received an extension in FY 2019-2020 due to the COVID-19 pandemic, but at the end of the year they had served 37 individuals on the Work Experience Team.

Addressing the emergency shelter and transitional housing needs of homeless persons

In FY 2019-2020, the emergency shelter and transitional housing needs of individuals experiencing homelessness in Hayward were substantially amplified by the COVID-19 public health crisis. The City had to reduce the number of occupied beds in its Navigation Center; however, the City worked closely with the County to identify placements in hotels for homeless individuals either exposed to or at risk of exposure to COVID-19 through the State's Project Roomkey program. The City also entered into an agreement with Functional Zero to conduct a feasibility assessment of converting local Hayward motels into supportive housing.

The challenges experienced meeting the shelter needs of homeless individuals during COVID-19 made it clear to the City that a more comprehensive and targeted plan is needed to address the issue of homelessness in Hayward and regionally. Therefore, the City determined that in FY 2020-2021 a key activity will be developing a Homelessness Reduction Strategic Plan to protect, preserve, and produce affordable housing in Hayward, with a particular focus on racial equity to ensure that communities who

have been disproportionately impacted by soaring housing costs and lack of housing have access to affordable, quality homes.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

For several years, the City has used part of its HOME allocation to fund Project Independence, an Abode Services program that provides tenant-based rental assistance (TBRA) to emancipated transition-age youth (ages 18-24). The City's HOME funds provide rental subsidies to program participants, who also receive wrap-around services from Abode. In FY 2019-2020, the program served 27 households, for a total of 45 individuals, including the dependent children of program participants.

Since the onset of the COVID-19 pandemic in March 2020, the City has also used CDBG CARES Act funds for emergency rent relief. The rent relief program, administered by Bay Area Community Services (BACS) provides one-time rent payments of up to \$2,500 for income-eligible renters experiencing financial hardship due to COVID-19 (e.g., job loss, reduced wages, increased childcare or medical expenses, etc.). The program was designed to bridge the gap between what individuals owe in unpaid rent and what they can afford to pay, reducing the likelihood of displacement and homelessness for the city's more vulnerable low-income residents. The City did extensive outreach and promotion of the program, including to local Spanish-language news stations to ensure the larger portion of low-income Hispanic/Latino renters in Hayward were aware of the resources.

Additionally, the City used both General Fund monies and portions of the CDBG CARES Act allocation to fund several social services programs to address basic needs such as food security and legal assistance to further prevent homelessness and reduce the likelihood of displacement.

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

Hayward participates in Alameda County's Housing Crisis Response System to prevent homelessness whenever possible, provide dignified homeless safety net services, and maintain people in permanent homes with ongoing subsidies and services. Coordinated Entry is the access point and central organizing feature of the Housing Crisis Response System. The purpose of Coordinated Entry is to quickly assess the

needs of people in crisis, connect them to available support, and track the outcomes and performance of the system. Coordinated Entry provides a standard and transparent way for the Housing Crisis Response System to effectively identify people in Alameda County who are experiencing a housing crisis and assess their needs, then prioritize and match them to the most supportive services and housing programs for which they are eligible. To do this, EveryOne Home manages a Countywide By-Name-List, which is maintained in HMIS and governed by all applicable privacy and security policies. The BNL is the Continuum's primary focus for bringing an end to chronic homelessness. According to the 2019 Point-In-Time Count, the number of persons experiencing homelessness has increased from 5,629 in 2017 to 8,022 in 2019 in Alameda County. In Hayward, that number increased 24% from 397 in 2017 to 487 in 2019. Eventually housing navigation, emergency shelter, transitional housing, rapid-rehousing, and tenancy sustaining services will also be resources matched to the highest priority household based on need, length of time homeless, and other vulnerability factors.

In addition to participating the County's Coordinated Entry system, the City of Hayward has worked closely with the County to identify opportunities for individuals experiencing homelessness to access temporary shelter through the State-funded Project Roomkey program, which provides funding to house homeless individuals who tested positive for or are at high risk of contracting COVID-19.

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CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The City does not directly manage public housing. Public housing efforts are managed and implemented by the Housing Authority of Alameda County. To the furthest extent that it makes sense, the City works with the Housing Authority to analyze data to understand the public housing needs in Hayward.

Actions taken to encourage public housing residents to become more involved in management and participate in homeownership

The City funds several public services projects that provide training and education to low-income residents regarding self-sufficiency, tenant rights, and homeownership options. The City supports an Alameda County First-Time Homebuyer Assistance Program that utilizes dollars from bond Measure A1.

Actions taken to provide assistance to troubled PHAs

The Housing Authority of Alameda County administers public housing countywide and includes Hayward in its service area. The Housing Authority has had waitlists for public housing units for quite some time, as the need for public housing exceeds availability. The City works to assist affordable housing efforts through homelessness prevention programs, leveraging resources to provide permanent supportive housing, and by partnering with developers to increase the stock of affordable housing. These efforts are in tandem with and assist the Housing Authority.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

Many factors inhibit the development of affordable housing in Hayward including the high cost of financing affordable housing projects, scarcity of sites and difficulty developing community support. In recent years, the City of Hayward actively sought to address these barriers through the adoption of the Mission Boulevard Corridor Specific Plan and Form-Based Code and an update to the City's Housing Element.

Hayward's updated Housing Element contains several policies and related implementation programs to preserve existing affordable housing and to incentivize affordable housing development. Among the tools to incentivize new affordable housing development called for in the Housing Element are density bonuses (and other incentives) and the review and adjustment of development standards and fees that represent a constraint to affordable housing development.

Hayward's development fees are in the middle to lower-middle range when compared with other cities in Alameda County and are not considered to be an impediment to the development of affordable housing.

The City has adopted and is implementing two laws intended to increase affordable housing: 1) The Inclusionary Housing Ordinance (IHO) which became effective January 1, 2004 and requires for-profit developers to provide 15% of units to be affordable to owner-occupants at or below 120% AMI, or to renters (divided equally) at or below 50% AMI and 6% AMI. With City Council approval, developers may provide units off-site or pay in-lieu fees; and 2) the Density Bonus Ordinance which provides a Density Bonus to developers in exchange for the development of affordable or senior housing units. Additionally, the City adopted a new Residential Rent Stabilization Ordinance at the beginning of FY 2019-2020, which is intended to prevent displacement and preserve existing affordable housing.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

Providing services for those with special or underserved needs may prevent these individuals from becoming homeless while also supporting the City's anti-poverty strategy. In FY 2018-2019, the City utilized Paratransit funds to undertake its first Community Needs Assessment (CNA) to review the specific target areas of housing, transportation, employment and health. That CNA continued to help the City address obstacles to meeting the needs of underserved residents by informing funding decisions for FY 2019-2020.

In FY 2019-2020 the City also recognized the need to better understand the needs of individuals

experiencing homelessness. Therefore, the City began an RFP process to solicit bids from qualified consultants to partner with the City to develop a Homelessness Reduction Strategic Plan.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

Per the Alameda County Lead Abatement Program, Hayward has approximately 34,700 pre-1978 housing units. These units may contain lead-based paint. The City has partnered with Habitat for Humanity East Bay/Silicon Valley to administer its rehabilitation projects, including addressing compliance with lead-based paint regulations.

Further, the City of Hayward has implemented numerous strategies to mitigate any lead-based paint issues. All contracts specify agreement and compliance with Lead Safe Work Practices. Rehabilitation projects conducted on properties built before 1978 are tested for lead, with results shared with each homeowner and any lead found mitigated prior to work on the home if applicable.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

The City's anti-poverty strategy is to partner with other agencies whose focus is improving opportunities for low-income families, youth, single adults and persons with disabilities who need shelter, prevention, and intervention activities to improve their lives. For example, the City provides funding for the Community Child Care Council of Alameda County, which trains and gives technical assistance and resources to micro-enterprise childcare providers, providing an economic boost to small businesses while also ensuring affordable childcare options exist for families. The City of Hayward also provides direct service through the Family Education Program. This program serves nearly one-thousand low income students and their parents with homework support, English language skills and literacy tutoring. This provides a comprehensive wrap around service model which will help lift Hayward's most vulnerable families out of poverty. In response to the COVID-19 pandemic, this program pivoted its service model to ensure that low-income youth have access to devices for remote learning.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

The City of Hayward implements housing and community development programs within a structure that includes various public and private agencies and organizations. The Available Resource section above describes the function of each resource within the structure. Additionally, the City regularly monitors progress on activities carried out in the Action Plan to ensure compliance with program requirements. The overall process begins with the identification of needs, evaluating applications for CDBG funding, allocation process, and the annual Action Plan. That monitoring was adapted in FY 2019-2020 to focus on remote monitoring activities in response to the COVID-19 pandemic and resulting shelter-in-place orders. Through Agreements with sub-recipients and Memoranda of Understanding (MOU's) with other public agencies, the City sets the stage by incorporating goal requirements and reporting procedures, timelines, milestones, and budgets against which performance is measured.

In FY 2019-2020, the City of Hayward staff regularly provided technical assistance to funded agencies, as well as to agencies seeking funding from the City of Hayward. Staff also worked closely with funded agencies to pivot and adapt to remote service or socially distanced service provision in response to COVID-19. Staff is constantly training and seeking out opportunities to assist community partners in developing evidence-based programs that serve low income Hayward residents.

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Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

The City continues to maintain an internal working group on homelessness, which brings together multiple City departments and partners with local community agencies to support outreach to homeless encampments.

The City also engages regularly with the County and other cities in Alameda County. This partnership is recognition that many issues related to affordable housing and homelessness are regional challenges. The City collaborates with the County and other jurisdictions on potential regional funding opportunities, sharing best practices and resources, and County-wide problem-solving.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

The City funds Eden Council for Hope and Opportunity (ECHO) to overcome impediments to fair housing. The agency conducts fair housing testing to determine instances of discrimination. The agency also investigates tenant complaints of discrimination. Additionally, ECHO provides training to both landlords and tenants to increase awareness of fair housing policies and rights.

CR-40 - Monitoring 91.220 and 91.230

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

The City begins its monitoring process prior to allocating funds by conducting review and risk assessment of each funding applicant. Additional review is conducted during the contracting process, as the City gathers insurance documentation, reviews budget materials, and assesses financial audits and Board agendas and minutes. Agreements and MOUs with other public agencies set clear performance measures, reporting procedures, timeliness, and budgets against which goals are measured during monitoring activities.

Due to the COVID-19 pandemic, the City had to adjust its 2019-2020 monitoring plan to account for local and state emergency declarations and shelter-in-place requirements. As such, all FY 2019-2020 funding recipients were desk monitored through regular review of quarterly performance reports, monthly reimbursement requests, and discussions with subrecipients regarding their response to COVID-19, adjustments to service delivery models, and support needed from the City to meet timely expenditure of funds while abiding by existing regulations.

Additional monitoring standards and procedures are outlined in the Alameda County HOME Consortium-wide Consolidated Plan. Contracting standards and policies and procedures can be found in the City's CDBG Policies and Procedures Manual. Information obtained from all the evaluation and monitoring efforts was used to assist in the determination of which projects to allocate CDBG funds.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

Each public meeting convened by City Council or the CSC was publicly noticed in advance through an Interested Parties email list, and by posting through the City Clerk's Office. Each meeting opened with a Public Comment section to provide an opportunity for members of the public to address the Commission and City Council, and to comment on the funding process and recommendations.

This CAPER was posted to the City's Community Services Division webpage on September 16, 2020, with a public comment period opened from September 16 through October 16, 2020. On Wednesday, September 16, 2020, notice of the public comment period was announced at the Community Services Commission meeting. Advance notice of the Community Services Commission meeting and comment period was posted in the legal notices section of the local newspaper of record. Additionally, Alameda County opened an abbreviated (per the HUD waiver guidelines released in the spring) public comment

period from October 13 through October 19, with a public hearing for comment on performance of the HOME-funded programs on October 15, 2020. No comments were received at either meeting.

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Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

The primary reason for changes in program objectives was the onset of the COVID-19 pandemic. In May 2020, the City submitted a substantial amendment to the 2019 Action Plan to adjust objectives and funding to reflect the addition of \$902,238 in CDBG-CV (CARES Act) funds as well as the re-allocation of \$571,365 in previously uncommitted CDBG funds to respond to COVID-19. Though the amendment and subsequent award was approved by HUD, as of September 14, 2020, that plan is listed as "Reviewed and Awaiting Modifications" in HUD's Integrated Disbursement and Information System (IDIS), likely due to modifications required by other jurisdictions in the Alameda County Home Consortium. IDIS requires that City staff report on the most recently approved Action Plan; therefore, with the City's substantial amendment to the 2019 Action Plan listed as "Reviewed and Awaiting Modifications," this CAPER reports on the Action Plan prior to amendments that reflect the COVID-19 pandemic and corresponding increase in funds from the CARES Act.

Key changes that are not reflected in this CAPER that impact the City's ability to accurately report on its goals are:

- Modifications to Goal Outcome Indicators
 - Public services activities for low/moderate income clientele benefit (180 individuals assisted) was added to the Homelessness Prevention goal to account for additional Public Services Project funding
 - Public services activities for low/moderate income clientele benefit (1000 individuals assisted) was added to the Non-Homeless Special Needs goal to account for additional Public Services Project funding
- Modifications to estimates for number and type of families that will benefit from proposed activities for specific projects
 - Economic Development project: As part of shifting funds to respond to COVID-19, the City increased its goal to 24 micro-enterprise businesses served
 - Acquisition, Disposition, and Clearance: The City reallocated \$571,365 from this project to respond to COVID-19; therefore, the goal was reduced from 15 homeless individuals to 0
 - Housing Project: Given capacity limitations of funded agencies, this goal was reduced by 10, from 40 to 30 low-income, senior, and/or disabled households
 - Public Facilities Project: Given capacity limitations of funded agencies and City staff, this goal was reduced from 515 to 450 LMI individuals and from 250 to 175 families
 - Public Services Project: As the majority of new funds for COVID-19 response went to this project, the City increased the goals from 2,900 to 3,200 LMI individuals and from 1,370 to 1,500 families
- Modifications to geographic distribution

- The City's second substantial amendment to the 2019 Annual Action Plan, submitted to access Round 3 CARES Act CDBG-CV funding, includes a revision to the geographic distribution so that funding is distributed City-wide, instead of the distribution reflected in CR-15 of this CAPER.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No

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