



CITY OF
HAYWARD
HEART OF THE BAY

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

Fiscal Year 2020-2021

Contents

CR-05 - Goals and Outcomes.....	2
CR-10 - Racial and Ethnic composition of families assisted	7
CR-15 - Resources and Investments 91.520(a).....	8
CR-20 - Affordable Housing 91.520(b)	11
CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)	14
CR-30 - Public Housing 91.220(h); 91.320(j)	17
CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)	18
CR-40 - Monitoring 91.220 and 91.230	26
CR-45 - CDBG 91.520(c)	27
CR-56 - HTF 91.520(h).....	Error! Bookmark not defined.

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 2020-2021 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

The City was able to complete some construction activities that were previously delayed to staffing shortages and early pandemic restrictions, though the COVID-19 crisis still continued to present challenges through Program Year 2020. Many subrecipients had to continue adapting their service delivery models to comply with local safety protocols. In some instances, agencies struggled to meet their original service goals, as social distancing requirements caused reduced capacity. In several cases, agencies shifted to holding meetings with clients outdoors or identifying ways to provide services remotely. Throughout the program year, the City of Hayward maintained open communication with subrecipients to identify ways to adjust program delivery and budgeting to enable service provision in line with CDBG regulations and 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
1A. Facility & Infrastructure Access & Capacity	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	100000	438	0.44%	20000	438	2.19%
2A. Preserve Existing Homeownership Housing	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	225	50	22.22%	45	50	111.11%
2B. Develop New Affordable Housing	Affordable Housing	CDBG: \$	Rental units constructed	Household Housing Unit	200	0	0.00%	40	0	0.00%
3A. Provide Supportive Services for Special Needs	Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2750	1,375	50.00%	550	1,375	250.00%
3B. Provide Vital Services for LMI Households	Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2750	13,078	475.56%	550	13,078	2377.81%
4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	25	17	68.00%	5	17	340.00%

4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	140	76	54.28%	28	76	271.43%
---	-----------------------------------	-------------	---------------------	---------------------	-----	----	--------	----	----	---------

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

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.

The City of Hayward set the following goals in the Fiscal Year 2020-2021 Annual Action Plan:

- Improve facility and infrastructure access and capacity
- Preserve existing homeownership housing
- Develop new affordable housing
- Provide supportive services for special needs
- Provide vital services for low- to moderate-income households
- Provide small business assistance

During Fiscal Year 2020-2021 (Program Year 2020), the City of Hayward and its subrecipients worked to achieve these goals while also responding to the COVID-19 pandemic, which continued to be one of the City’s highest priorities following the substantial amendments to the Program Year 2019 plan. Local and State emergency declarations, including County and State-wide shelter-in-place orders extended into Program Year 2020, causing many subrecipients to shift their approaches to service delivery. The City extended agreements with five subrecipients from FY 2019-2020 into Program Year 2020 to provide the agencies with additional time to adapt to local social distancing and shelter-in-place guidelines. Accomplishments for those agencies with extended agreements are reflected in this report.

The City worked closely with subrecipients throughout Program Year 2020 to make sure agencies were able to meet their objectives and adjusting targets based on changing regulations and safety precautions. For example, City staff worked with the Family Education Program to partner with the Hayward Unified School District (HUSD) and purchase licenses for remote learning, allowing the Family Education Program to better achieve its goals and also improving access and meeting the needs of low-income students throughout the City. In another example, the City's Economic Development Division used its small business assistance grant program to support microenterprises in Hayward, many owned and operated by women and individuals in racial/ethnic minority groups, as they made changes to respond to COVID-19. In some cases, grants helped build outdoor dining parklets, while others purchased personal protective equipment, cleaning supplies, and dividers for safer operations.

As shown in Table 1, the City far exceeded its program year targets for the public services goals of providing supportive services for special needs populations and providing vital services for LMI households. This is because of the increase in funding and corresponding service provision for emergency CDBG CARES Act (CDBG-CV) activities, which were created in Program Year 2019 but remained open and providing services throughout much of Program Year 2020. Conversely, the City was far from meeting its target for the goal of improving facility and infrastructure access and capacity, as COVID-19 restrictions continued to create construction delays.

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)

	Total	Hispanic
White	9,842	4,987
Black or African American	1,225	52
Asian	1,724	3
American Indian or American Native	201	7
Native Hawaiian or Other Pacific Islander	513	5
More than one race	1,634	72
Total	15,139	5,126

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

Narrative

As shown in Table 2, the City and its subrecipients served over 15,000 individuals. Approximately 68% of those served were people of color. Additionally, about half of those served who identified as White also identified as Hispanic, so in total about one-third of individuals served identified as White and Hispanic. The proportion of those served through the City's CDBG programs is comparable to the racial and ethnic breakdown of the City as a whole, with the exception of individuals identifying as an Asian race who were underrepresented among those served by CDBG-funded programs. At the conclusion of Program Year 2020, the City's Community Services Commission (CSC), which is a body of community members who make initial CDBG funding recommendations to City Council, began plans to create a Community Agency Funding process subcommittee to work with Council to evaluate strategies to achieve the City's racial equity outcomes in service provision.

Table 2 above is generated by HUD's Integrated Disbursement and Information System (IDIS). There are some limitations worth noting in how that table is populated. First, as exported through IDIS, Table 2 typically does not include a category for individuals who report more than one race. Staff have added a row to this report to capture that subset of participants (n = 1,634); however, it is important to note that Table 2 as generated by IDIS does not include this portion of individuals served.

Additionally, while the data entered into IDIS allows City staff to specify if an individual identifies as both a given race and Hispanic (e.g., White and Hispanic or Black/African American and Hispanic), the Table 2 generated by IDIS does not reflect this duplication. Therefore, staff

have added a column to Table 2 to report the number of individuals in each race category who also identify as Hispanic (n = 5,126). For clarity, staff have also included the revised Table 2 as an appendix to the CAPER submission to more accurately capture the race and ethnicity of those served in Program Year 2020. Finally, it is important to note that the totals in Table 2 do not include activities that are reported under the Low-Moderate Area Benefit.

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	2,260,682	2,118,144

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 2020. The following section describes each funding source used during the year.

Federal Funding Sources

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 2020-2021, the City’s entitlement allocation was \$1,533,488. 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. Additionally, the City received its second allocation of CARES Act CDBG funding (CDBG-CV) early in Program Year 2020, bringing the total allocated through the CARES Act to \$2,093,752.

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 2020-2021, HOME funds were expended for rental assistance to emancipated and former foster care youth through Abode Services' Project Independence Program. Additionally, the City continued to use HUD COVID-19 waivers to allocate funds previously earmarked for a delayed affordable development

project to instead provide additional tenant-based rental assistance for low-income individuals experiencing fiscal hardship due to COVID-19.

Local Funding Sources

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

The Alameda County Transportation Improvement Authority (ACTIA) allocated approximately \$1,737,219 in Measure B and Measure BB Base Program funds to the City of Hayward’s Paratransit program in FY 2019-2020. Despite COVID-19 restrictions, over 8,000 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 \$561,950 from its General Fund to support the delivery of social services and arts and music programs to low-income Hayward residents in FY 2020-2021. The City also allocated \$1,127,260 from its General Fund to the City’s Housing Navigation Center, which provides transitional housing and support services to individuals experiencing homelessness in Hayward. These funds were used to support services that address community needs.

Other State Resources

During Program Year 2020, the City used Proposition 47 grant funds and Homeless Emergency Aid Program (HEAP) funding from the State of California to operate the City’s Housing Navigation Center.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
NA	NA	NA	NA

Table 4 – Identify the geographic distribution and location of investments

Narrative

The City funds public services and economic development programs across the City, as opposed to by specific geographic target areas. However, some activities do focus on targeted areas, such as Downtown, South Hayward, and the Tennyson corridor.

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. The City also leveraged additional resources from the State for the Housing Navigation Center, including the Proposition 47 Grant and the Homeless Emergency Aid Program.

During the program year, the City entered into Exclusive Negotiating Agreements with two development entities for two city-owned land parcels. The City will be working closely with the developers in the upcoming program year to advance affordable housing projects on both sites.

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	10	13
Number of Non-Homeless households to be provided affordable housing units	0	0
Number of Special-Needs households to be provided affordable housing units	10	18
Total	20	31

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	221	688
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	45	50
Number of households supported through Acquisition of Existing Units	0	0
Total	266	738

Table 6 – Number of Households Supported

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

While affordable housing one-year goals for CDBG funding are established at the County Consortium level, the City does establish service goals for each contract with subrecipients who provide services related to housing stability and displacement prevention. Those goals were reported on in Tables 11 and 12 above. In each instance the City exceeded the target goals. Program Year 2020 did not include any goals for the production or acquisition of units due to continued delays for existing construction projects.

Discuss how these outcomes will impact future annual action plans.

The City and its subrecipients continue to face substantial challenges due to the COVID-19 pandemic. Through the Let's House Hayward! Strategic Plan process, the City had the opportunity to strengthen

partnerships with affordable housing developers and identified several strategies in the plan to increase the preservation of existing affordable housing and the production of new affordable housing. The City will incorporate these goals into the Program Year 2022 Annual Action Plan development process. In addition to impacting future action plans, the City is also taking these outcomes into consideration during the development of its new Housing Element, which is described in more detail in the CR-35 section.

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	412	146	0
Low-income	136	57	
Moderate-income	0	0	
Total	548	203	

Table 7 – Number of Households Served

Narrative Information

Primarily through the use of CDBG-CV funds, the City exceeded its goals related to affordable housing in Program Year 2020. The City also served 203 households through the use of HOME rental assistance funds (146 extremely low-income and 57 low-income) during the program year. Over 700 residents received services through these homeless prevention programs which helps low-income residents maintain their housing rather than being displaced due to an inability to pay rent or not being able to afford the costs of essential home repair. Approximately 75% of the households served were extremely low-income households. Specifically, the City exceeded its target goal of providing affordable housing to Homeless households and Special-Needs households by an additional 55% and exceeded its rental assistance goal by over 200%. The City focused on distributing resources efficiently and with high community impact, working closely with its subrecipient partner to get emergency rental assistance to households experiencing economic distress due to COVID-19.

To address the needs of people experiencing the “worst case” housing issues (e.g., low-income renter households who pay more than half of their income for rent, live in seriously substandard housing or have been involuntarily displaced), Hayward City Council implemented a Tenant Relocation Assistance Ordinance (TRAO) at the beginning of the program year, which requires landlords to provide relocation assistance payments to tenants being permanently or temporarily displaced under certain circumstances. Through its first year of implementation, almost all TRAO cases have been instances of displacement due to code enforcement activity, with tenants displaced due to substandard conditions creating health and safety issues in the unit. Additionally, at the conclusion of the program year staff were developing a plan to use a portion of the City’s American Rescue Plan Act to establish an emergency fund for displaced tenants when landlords refuse to or cannot afford to pay the relocation

assistance required by the TRAO. Additionally, the City contracted with a consultant in January 2020 to develop a displacement study, which has been used to better understand who in Hayward is at greatest risk of losing their housing and being displaced to other cities or into homelessness. This study is being used in the development of the City's Inclusionary Housing Trust Fund Notice of Funding Availability (NOFA), as well as updates to the City's Housing Element. Staff began developing the NOFA in program year 2020, with a focus on creating a pipeline of affordable housing projects so that when funding becomes available (e.g., State Homekey funding), the City is prepared to more quickly identify projects that are closer to shovel-ready to increase the stock of affordable housing.

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. In its first 18 months of operation, the Navigation Center served 125 individuals and saw 64 exits to permanent housing. Additionally, the City continued funding Abode Services' Alameda County Impact program, which provides outreach and housing services to individuals identified as "high users" of county and city emergency services. Making 200 outreach contacts, the AC Impact program provided ongoing housing and services for 13 residents in FY 2020-2021, exceeding their goal of 10.

Importantly, both BACS and Abode Services participate in the County's Coordinated Entry System, which means that any individual they connect with through outreach efforts is entered into a County-wide system that standardizes assessment, allows for prioritization to match individuals and families with the appropriate level of care and services, and coordinates service access across provider agencies.

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

The emergency shelter and transitional housing needs of individuals experiencing homelessness in Hayward have been substantially amplified by the COVID-19 public health crisis. Starting in Program Year 2019 and continuing through Program Year 2020, 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 worked with a local hotel to open the Housing Navigation Center Annex, which is an extension of the Navigation Shelter but in a non-congregate setting for individuals who are homeless and medically fragile. This allowed the City to respond to capacity constrictions at the Navigation Center as well as provide safe shelter for individuals at greater

risk of COVID-19.

Importantly, during Program Year 2020 the City engaged in a homelessness reduction strategic planning process, which culminated in the Let's House Hayward! Strategic Plan. The Let's House Hayward! Strategic Plan uses a racial equity lens, aligns with other local and regional plans, centers individuals with lived experience, leverages Hayward's strengths and addresses Hayward's local challenges, and establishes a pipeline of projects and programs that are community-driven and rooted in best practices. The plan includes goals and strategies intended to increase the City's local capacity for both emergency shelter and transitional housing, and to continue regional collaboration to support broader efforts to meet the shelter and housing needs of the region.

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 2020-2021, the program served 18 households, for a total of 26 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 and additional HOME funds for emergency rent relief. The rent relief program, administered by Bay Area Community Services (BACS) provided up to two rent payments of up to \$2,500 each 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. Across the two funding sources, the City allocated a total of over \$1.8 million in rental assistance to eligible households.

To help understand the risks and consequences of displacement in the City, and to implement a live/work preference in developments funded with County Measure A1 funds, Hayward's Housing Division hired a consultant to conduct a displacement study. The displacement study demonstrated that displacement pressures are felt acutely by low-income households, particularly Black and Hispanic/Latinx households, which face greater housing cost burden compared to White and Asian households. Housing cost burden is also higher for seniors, immigrants, and larger families with children. The City plans to use this information to inform policy and programming decisions to prevent eviction

and displacement throughout the City.

Finally, the Let's House Hayward! Strategic Plan identifies several special populations that may need additional support, including those re-entering from the justice system and individuals with behavioral health needs. The Plan includes strategies for providing holistic support services for these groups and others experiencing or at risk of experiencing homelessness. In Program Year 2020, the City used both General Fund monies and portions of the CDBG CARES Act allocation to fund several social services programs to help support these individuals' 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. At the conclusion of Program Year 2020, the County began a coordinated entry "refresh" to modify its approach to coordinated entry. The new model relies on two lists, one for crisis services and one for housing. Having the two lists is intended to reduce the length of time it takes to assess individuals and more quickly link individuals to the type of services that suit them most appropriately. The City continues to be actively engaged and communicate with the County during the transition to the modified Coordinated Entry system, and is working closely with contracted subrecipients who participate in the coordinated entry to system to ensure they are supported during the transition.

In addition to participating the County's Coordinated Entry system, the City of Hayward continued to work 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.

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 the County of Alameda (HACA). 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. The City also makes referrals to HACA whenever appropriate.

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. During Program Year 2020, the City worked closely with tenant rights providers, as well as affordable housing developers to ensure tenants understand their rights under local and state eviction moratoria resulting from the COVID-19 pandemic. Additionally, 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 the County of Alameda administers public housing countywide and includes Hayward in its service area. Like other housing authorities in the state, HACA continues to have waitlists for public housing units, as the need for public housing exceeds availability of housing units. 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. The City also included an activity in the Let's House Hayward! Strategic Plan to continue building and leveraging relationships with local landlords and housing providers to support identification and reduction of barriers to participation in Rapid Rehousing programs.

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. At the conclusion of Program Year 2020, the City entered into contract with a consultant to prepare General Plan updates and amendments related to the Housing Element, Climate action Plan, Environmental Justice and Safety Element, and related environmental analyses. Every eight years, the State Department of Housing and Community Development (HCD) projects the housing need at varying income levels throughout the State. The Association of Bay Area Governments (ABAG) is responsible for allocating those housing units, which is referred to as the Regional Housing Needs Allocation (RHNA), throughout the nine-county Bay Area. In May 2021, ABAG released the Draft Regional Housing Allocation Plan, and a total of 4,624 units were allocated to Hayward. State Law requires local jurisdictions to update their Housing Elements to meet various statutory requirements in addition to showing adequate sites to accommodate the RHNA and to update the Safety Element and that issues of Environmental Justice be addressed with this Housing Element Update.

The City is combining its upcoming Housing Element, Safety Element and Environmental Justice Update effort with an update of the Climate Action Plan because issues of housing, environmental justice, safety and hazard planning and climate change are inextricably linked. The City plans to conduct expansive community outreach and planning for all of these efforts simultaneously, which will result in a more comprehensive and holistic approach to these issues. The updated Housing Element will include statutorily-required sections related to housing needs with special attention to vulnerable populations; a site inventory and feasibility analysis with inventory of suitable land for different housing types and income levels; analysis of potential and actual governmental constraints to development; objective goals for housing development which may align with or exceed the RHNA; programs and policies that affirmatively further fair housing; and timeframes for implementation. Additionally, as specified in the City's Let's House Hayward! Strategic Plan, as part of the updates to the Housing Element, the City will identify zoning barriers to implementing innovative shelter and housing models, such as tiny homes, safe parking, safe camping, and multi-unit development in City planning codes and ordinances.

Hayward's current Housing Element that was in place during Program Year 2020 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 60% 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. It has been in effect since July 2019. In the last quarter of Program Year 2020, the City began participating in the Eviction Prevention Learning Lab (EPLL), which is a nationwide peer-to-peer network for cities and their partners to gain exposure to best practices, policies, and tools to prevent evictions. Through participation in the EPLL, the City is working to improve education and communication strategies for informing tenants and landlords of their rights and responsibilities, as well as to increase access to eviction and foreclosure data to understand who may be at greater risk of displacement.

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 2020-2021. Additionally, Program year 2020's Let's House Hayward! Strategic Plan provided a more focused needs assessment on the City's homeless response, including ways to improve service delivery for individuals experiencing homelessness and those at risk of becoming homeless.

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. At the conclusion of Program Year 2020, the City was working with other local jurisdictions and non-profit agencies to identify a collaborative approach to ensuring all HOME-funded units that received emergency TBRA

payments due to COVID-19 financial impacts receive appropriate inspection for lead paint.

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.

During the COVID-19 pandemic, the City implemented its first emergency rent relief program using funds from CDBG and HOME. This program was developed in Program Year 2019 and continued into Program Year 2020, with the goal of keeping low-income and cost burdened renters in their homes. Additionally, as part of the Let's House Hayward! Strategic Plan developed in Program Year 2020, the City is exploring the implementation of a shallow subsidy rent assistance program, which would provide small monthly subsidies to eligible low-income households with high housing cost burden. This program aligns with County and regional efforts to prioritize homelessness prevention programming, as articulated in EveryOne Home Continuum of Care *Centering Racial Equity in Homeless System Design* final report and the regional All Home *Regional Action Plan*.

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. 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. The City's monitoring process was adapted in FY 2019-2020 and into FY 2020-2021 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.

During Program Year 2020, City of Hayward staff regularly provided technical assistance to funded agencies, as well as to agencies seeking funding from the City of Hayward through the annual Community Agency Funding process. Staff also continued working closely with funded agencies to adapt

to remote or socially distanced service provision in response to COVID-19. During Program Year 2020, the City trained an additional staff member on CDBG to increase capacity for managing the grant and responding to subrecipients' needs.

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. Data collected through the Let's House Hayward! planning process indicated that this group is a successful model that should be continued. The Let's House Hayward! planning process also identified a need for building better communication pathways between local non-profit partners, many of which are CDBG subrecipients, and the City. In response, the City will be leveraging an existing quarterly community meeting to increase communication efforts with housing and social services agencies.

During Program Year 2020, the City increased the frequency with which it engages 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. For example, Hayward convenes a group of local cities that have or are planning to open Housing Navigation Centers. Through this quarterly group, city staff discuss funding opportunities, service models, and other policy or programmatic successes and challenges.

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

In collaboration with the HOME Consortium, the City completed an analysis of impediments to fair housing in 2019. That analysis identified the several activities to achieve regional fair housing goals, with specific metrics for the City of Hayward. Below is a list of the goals with an update on the City's progress implementing them.

Goal 1	Continue to contract with fair housing service providers to educate home seekers, landlords, property managers, real estate agents, and lenders regarding fair housing law and recommended practices, including the importance of reasonable accommodation under ADA; to mediate conflicts between home seekers, landlords, property managers, real estate agents, and lenders; and to continue fair housing testing and audits.
Status	On track.
Notes	The City's contracts with Eden Council for Hope and Opportunity (ECHO) to conduct fair housing testing to determine instances of discrimination and investigate tenant complaints of discrimination. ECHO also provides training to both landlords and tenants to increase awareness of fair housing policies and rights

Goal 2	Seek ways to increase resident access to fair housing services, such as improved marketing of services, improved landlord education, and improved tenant screening services to avoid owner bias.
Status	On track.
Notes	The City updated its website to include a Fair Housing resource page, contracts with ECHO for fair housing workshops and education services, receives feedback from ECHO in quarterly progress reports, and shares any marketing resources from ECHO or other HUD partners as appropriate.

Goal 3	Provide financial assistance to clinics that provide free or reduced-costs legal services for low-income rental households facing barriers to affordable housing.
Status	On track.
Notes	Through its CDBG entitlement, the City contracts with multiple agencies to provide legal services to tenants.

Goal 4	Take actions to continue to maintain the existing rental stabilization program and make improvements, as needed.
Status	On track.
Notes	The City continued to implement its Residential Rent Stabilization and Tenant Protection Ordinance (RRSO) throughout Program Year 2020 and presented an update to City Council on its implementation progress at the beginning of the year.

Goal 5	Promote new fair housing laws, including AB 1482, upon adoption, and to the extent required by the new laws.
Status	On track.
Notes	The City includes references to state resources both from the Tenant Protection Act and subsequent legislation passed in response to COVID-19 during Program Year 2020 on the City website.

Goal 6	Continue to pursue modifications of current zoning and other local policies regulating housing development that pose a direct or indirect constraint on the production of affordable housing.
Status	On track.
Notes	The City included exploring such modifications both in its Let's House Hayward! Strategic Plan and in the contract with the consultant hired to prepare the next Housing Element, which is due in 2023.

Goal 7	Continue to aim to implement the programs described in the City's Housing Element within the current Housing Element planning period.
Status	On track.
Notes	City staff are implementing the current Housing Element as planned, despite some delays due to COVID-19.

Goal 8	Continue to incorporate Regional Analysis of Impediments (AI) goals into 5-Year Consolidated and
---------------	--

	Annual Action Plans.
Status	On track.
Notes	The City included findings from the AI in the 2021 Annual Action Plan.

Goal 9	Continue to prepare a Consolidated Annual Performance and Evaluation Report (CAPER) that evaluates the progress towards Regional AI goals.
Status	On track.
Notes	The City is evaluating progress on each Hayward-specific activity listed in the Regional AI in this FY 2020-2021 CAPER.

Goal 10	Work together with other HOME jurisdictions to continue to commission market-based surveys of current market-rate rents in the Oakland-Fremont HUD FMR Area (Alameda and Contra Costa Counties) in an effort to seek adjustment to HUD FMR standards for the area; and advocate to HUD for the revision of FMR calculations/methodology.
Status	On track.
Notes	Throughout Program Year 2020, the City met at least monthly with other jurisdictions to discuss housing and homelessness issues. The City also funded a displacement study to better understand both the rental and homeownership market in the City and County.

Goal 11	Educate tenants and landlords on new fair housing laws.
Status	On track.
Notes	The City worked to educate tenants and landlords through direct mailings and online outreach, as well as contracts with non-profit agencies providing legal services to tenants to ensure tenants and landlords are aware of local, state, and federal housing laws.

Goal 12	Explore a low-cost loan program for landlords unable to make needed repairs or accessibility modifications in order to avoid displacement of lower-income tenants in substandard units and research establishing citywide code inspection program of all rental units or continue to maintain existing program.
Status	On track.
Notes	The City's Code Enforcement Division continued implementing its residential rental unit inspection program. Additionally, in early Program Year 2020, Hayward City Council adopted the Tenant Relocation Assistance Ordinance, which requires that landlords provide temporary and permanent relocation assistance when tenants are displaced due to substantial repairs or a government order to vacate.

Goal 13	Continue to financially support programs that rehabilitate existing units for accessibility.
Status	On track.
Notes	The City allocated \$300,000 to home rehabilitation and minor maintenance programs to promote safe aging in place for low-income older adults and independent living for adults with disabilities.

Goal 14	Prioritize the production of affordable housing units in sizes appropriate for the population and based on family size.
Status	On track.
Notes	The City is incentivizing housing developers to prioritize the production of affordable housing units in sizes appropriate for the population and based on family size by awarding higher points on applications for units of 3+ bedrooms when applying to NOFA. Additionally, new construction residential projects subject to the City's housing requirements are carefully reviewed to ensure there is a proportional unit size mix of affordable units.

Goal 15	Continue all existing programs to support development of local affordable housing units through a variety of strategies such as applications for state and federal funding, entitlement assistance, outreach to the community and other stakeholders, direct financial support, and site identification and acquisition assistance. This support will include development of units that serves specialized populations as defined by the funding source, Housing Element, Consolidated Plan, or AI, such as transitional and supportive housing, and housing for seniors, persons with disabilities, persons experiencing homelessness, and persons living with HIV/AIDS or severe mental illness:
Status	On track.
Notes	The City plans to issue the Notice of Funding Availability in Fall 2021. The NOFA will create a pipeline of eligible projects for affordable rental and ownership opportunities, as well as emergency and transitional shelter and rehabilitation/conversion projects. Hayward has awarded \$4.9 million to existing city projects to improve competitiveness for Low-income Housing Tax Credits and bring the projects closer to completions.

Goal 16	Explore revisions to building codes or processes that reduce the costs and/or allow greater number of accessory dwelling units, tiny homes, or smaller houses.
Status	On track.
Notes	The City planned to explore a local accessory dwelling unit (ADU) ordinance, but state law was modified and superseded any local ordinance. New state legislation prohibits restricting ADUs to owner occupied properties. In addition to expanding the allowable ADUs, the legislation also reduces impact fees to certain ADUs, reduces barriers and streamlines the approval process. No City modification was required because it was addressed by the state.

Goal 17	As resources are available, allocate funds for homeownership programs that support low- and moderate-income households, including but not limited to down payment assistance, first time home buyer, Mortgage Credit Certificate, below market rate (BMR) homeownership programs, and financial literacy and homebuyer education classes; and promote any existing programs through marketing efforts.
Status	On track.
Notes	The SoHay project is providing 28 for-sale units. Construction is ongoing but 12 units have been built and are being marketed by the developer. Additionally, The True Life Companies has entered into an Affordable Housing Agreement to providing 20 affordable for-sale condominiums in their project located at 29212 Mission Boulevard. The developer is currently working on their marketing plan and plans to start marketing early 2022 and complete construction summer of 2022. The City is also in a Development Agreement with Habitat for Humanity to provide 10 affordable ownership units to low-income households. The Developer anticipates securing the remaining funding need in Early 2022.

Goal 18	Continue to support or explore new programs that provide financial support for job training programs to lower-income individuals.
Status	On track.
Notes	In Program Year 2020, the City used General Fund and CDBG funding to contract with multiple agencies to provide economic development technical assistance and support for small businesses, which included job skills training for low-income workers.

Goal 19	Continue to provide financial support for homeless services.
Status	On track.
Notes	During Program Year 2020, the City provided over \$300,00 in General Fund and CDBG funding to homelessness service providers and shelters, as well as over \$1 million from the City's General Fund to the Housing Navigation Center.

Goal 20	Continue to assist in advertising the availability of subsidized rental units via the City’s website, the 2-1-1 information and referral phone service, and other media outlets.
Status	On track.
Notes	The City continues to work closely with affordable rental housing developers to ensure a wide range of community organizations working with underserved populations, such as persons with disabilities, people of color, low-income families, seniors, new immigrants, and people experiencing homelessness, are being reached and made aware of the available affordable rental housing opportunities. Staff continues to develop marketing tools and resources for housing developers to assist with marketing efforts.

Goal 21	Continue promoting 211's affordable housing database with current information.
Status	On track.
Notes	The City referred many callers to 211 for affordable housing needs during Program Year 2020, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness. The City also used a portion of its Program Year 2020 CDBG entitlement to support the 211 line.

Goal 22	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such a persons with disabilities, people of color, low-income families, seniors, new immigrants, people experiencing homelessness.
Status	Delayed.
Notes	Due to COVID-19 and competing emergency response priorities, the City plans to establish a city-wide marketing plan FY 21-22. Marketing resources and tools related to fair housing are being developed for affordable housing developers. The City continues to work closely with affordable housing developers to ensure that a wide and diverse range of people are being reach and made aware of the available affordable housing opportunities. The City also continues to identify community organizations that work with underserved populations, such as persons with disabilities, people of color, low-income families, seniors, new immigrants, and people experiencing homelessness, to ensure that all people are being reached and made aware of the available affordable housing opportunities.

Goal 23	Continue to provide program materials in multiple languages.
Status	On track.
Notes	The City provided RRSO and Tenant Relocation Assistance Ordinance materials in Spanish, Chinese, and English. The City also continues to work closely with affordable housing developers when developing the project marketing plan to ensure a wide and diverse range of people are being reached and made aware of the available affordable housing opportunities. Additionally, the City encourages developers to provide marketing materials in Spanish, Chinese, Tagalog and Vietnamese, in addition to English, or submit an independent market study to identify groups least likely to apply in order to promote affirmative fair marketing of affordable housing in Hayward.

Goal 24	Pursue local, state, and federal funding sources as they become available (i.e., Program 811).
Status	On track.
Notes	The City applied for and was awarded funds to support the Hayward Navigation Center through the Homeless Housing, Assistance, and Prevention (HHAP) grant and the Permanent Local Housing Allocation (PHLA) grant. Additionally, the City applied for but was not awarded funds from the California Housing and Community Development (HCD) 2020 CalHome program and the HCD Local Housing Trust Fund (LHTF) program. The City’s Planning Division also applied for and received grants for the State’s SB 2 and Local Early Action Planning (LEAP) grants for funds and technical assistance for updating the City’s Housing Element and Climate Action Plan.

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

For each program year, the City begins its monitoring process prior to allocating funds by conducting review and risk assessment of each funding applicant. For Program Year 2020, this review process occurred in the fall of 2019 to allocate funds for FY 2020-2021. The City then conducts additional review during the contracting process, gathering insurance documentation, reviewing budget materials, and assessing financial audits and Board agendas and minutes. Agreements and MOUs with other public agencies set clear performance measures, reporting procedures, timeliness requirements, and program budgets against which goals are measured during monitoring activities.

Due to the COVID-19 pandemic, the City had to continue to adjust its 2020-2021 monitoring plan to account for local and state emergency declarations and shelter-in-place requirements. As such, Program Year 2020 subrecipients 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. Staff will follow local public health guidelines to determine when in-person monitoring will be appropriate in Program Year 2021. The City also received its own monitoring visit from HUD during Program Year 2020, which provided an important opportunity to evaluate internal controls and procedures.

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 August 27, 2021, with a public comment period opened from September 1, 2021, through September 20, 2021. On Wednesday,

September 15, 2021, 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 a 15-day public comment period from September 1, 2021, through September 15, 2021, with a public hearing for comment on performance of the HOME-funded programs on October 15, 2020. The City did not receive any public comments on the draft CAPER.

CR-45 - CDBG 91.520(c)

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 City did not make any changes to its program objectives during Program Year 2020. In Program Year 2019, the objectives were changed due to the COVID-19 pandemic, as the City submitted two substantial amendments to the 2019 Annual Action Plan (AAP) in order to allocate two rounds of CDBG-CV (CARES Act) funding. The City completed its Program Year 2020 AAP prior to receiving the second allocation of CDBG-CV funds, so the 2020 AAP goals and corresponding service targets do not reflect the increase in funding and service provision resulting in the second round of CDBG-CV funds. Therefore, though the City made no changes to its program objectives, it is worth noting that the indications of the City's progress in Program Year 2020 are impacted by the additional funding allocated after the plan was finalized. For this reason, the City has substantially overachieved on many of its targets this year. This reflects the hard work and dedication of the City's subrecipients who have performed above and beyond expectations to serve the City's most vulnerable population during the pandemic.

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

No