



CITY OF
HAYWARD
HEART OF THE BAY

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

Fiscal Year 2021-2022 |
Program Year 2022

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Disclaimer: This document is a draft provided for public comment. This document is not to be considered the final Program Year 2021 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 Program Year 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

During Program Year 2021, the City and its subrecipients continued to recover from the economic, social, and physical impacts of COVID-19. Many subrecipients still had to adapt 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 and County safety orders caused reduced capacity into the program year. 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	100,000	320	0.32%	300	61	20.33%
1A. Facility & Infrastructure Access & Capacity	Non-Housing Community Development	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	21		0	21	
2A. Preserve Existing Homeownership Housing	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	225	97	43.11%	50	47	94.00%
2B. Develop New Affordable Housing	Affordable Housing	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0		30	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	2,750	1519	55.25%	500	144	28.80%
3B. Provide Vital Services for LMI Households	Non-Housing Community Development	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2,750	13782	501.00%	200	704	352.00%

4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Facade treatment/business building rehabilitation	Business	0	0		0	0	
4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	25	31	124.00%	15	24	160.00%
4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	140	131	93.57%	20	93	465.00%

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.

The City of Hayward set the following goals in the Program Year 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

When making recommendations for 2021-2022 General Fund and CDBG awards, the City's Community Service Commission considered the City's Strategic Roadmap, prior guidance from Council, and the need to continue to assist local community-based organizations and businesses as they recovered from the COVID-19 pandemic. CDBG allocations prioritized public services to prevent and reduce homelessness, along with economic development and infrastructure projects to help local shelters improve safety and capacity.

The City worked closely with subrecipients throughout Program Year 2021 to make sure agencies were able to meet their objectives despite continued COVID-19 outbreaks and changing regulations and safety precautions. In some cases, subrecipients were able to continue virtual and hybrid service provision, which allowed them to meet their targeted goals. In other cases, goals were set based on assumed returns to pre-pandemic service levels; however, continued outbreaks prevented shelter-based providers from meeting these goals.

Specifically, supply chain delays and increased construction costs impacted the City's ability to meet its targets for goals 1A and 2A (Facility & Infrastructure Access & Capacity and Preserve Existing Homeownership Housing, respectively) though one homeowner rehabilitation program met its target and the other had multiple projects under construction at the conclusion of the program year that will be included in next year's report. Continued capacity constraints due to COVID-19 made it challenging for homeless service providers to meet the targets for goal 3A (Provide Supportive Services for Special Needs). Targets established in the Program Year 2021 Action Plan overestimated the pace of the County's COVID-19 recovery and should have been lower to account for a more gradual increase in capacity.

Other providers with services models that can more easily shift to remote delivery met or exceeded their goals. For example, ECHO provided landlord and tenant support services to over 250 residents, A-1 Community Housing provided foreclosure prevention counseling and education workshops to 96 homeowner households, and both Centro Community Partners and Community Child Care Council provided technical assistance and support to nearly 40 small businesses in Hayward, many of them

women-owned.

Finally, as of the conclusion of Program Year 2021, the City of Hayward has expended 88% of its CDBG-CV CARES Act allocation. The majority of these funds were expended prior to Program Year 2021 and are reported on in more detail in the Program Year 2020 CAPER.

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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	508	297
Black or African American	344	5
Asian	170	0
American Indian or American Native	33	1
Native Hawaiian or Other Pacific Islander	53	2
More than one race	292	170
Total	1,400	475

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 1,400 individuals. Approximately 64% of those served were people of color. Additionally, over half of those served who identified as White also identified as 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 continue to be underrepresented among those served by CDBG-funded programs. During Program Year 2021, a subgroup of the City's Community Services Commission (CSC), which is a body of community members who make initial CDBG funding recommendations to City Council, engaged a subgroup of Council to complete an extensive review of the Community Agency Funding process. Among the outcomes, changes were made to further promote racial equity, including prioritizing funding to subrecipients who utilize a racial equity lens in their service delivery model. It is also important to note that the number of individuals served decreased from the prior program year primarily due to the conclusion of several CDBG CARES Act (CDBG-CV) activities.

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 = 248); 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 = 475). 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 2021. 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	\$1,886,849	\$1,731,590.72

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, HOME, and American Rescue Plan Act (ARPA) funding for Program Year 2021. 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 2021-2022, the City's entitlement allocation was \$1,589,336. 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 2021-2022, HOME funds were expended for rental assistance to emancipated and former foster care youth through Abode Services' Project Independence Program.

American Rescue Plan Act

Hayward City Council allocated \$15.7M in ARPA funding to address negative economic impacts caused by the COVID-19 public health emergency. A portion of these funds were expended in Program Year

2021 on economic development programs complementary to CDBG-funded activities, such as additional small business grants. Additionally, funds were used to increase the City’s non-congregate shelter capacity, support the Housing Navigation Center, and develop a program to prevent foreclosure.

Local Funding Sources

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

The Alameda County Transportation Improvement Authority (ACTIA) allocated approximately \$1,900,000 in Measure B and Measure BB Base Program funds to the City of Hayward’s Paratransit program in FY 2021-2022. Despite the continued impacts of the COVID-19 pandemic, over 7,150 rides were provided for activities of daily living to seniors (70+) and certified disabled residents and nearly 109,000 meals were delivered to low-income, homebound Hayward seniors.

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 \$ \$541,950 from its General Fund to support the delivery of social services and arts and music programs to low-income Hayward residents in FY 2021-2022. The City also allocated \$45,000 from its General Fund for operations at 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 2021, the City used Proposition 47 grant funds, Permanent Local Housing Allocation (PHLA) funds, and Homeless Housing, Assistance, and Prevention (HHAP) funds 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 allocated a portion of its federal ARPA funding to complement existing CDBG activities and leveraged additional resources from the State for the Housing Navigation Center.

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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	10	12
Number of Non-Homeless households to be provided affordable housing units	0	14
Number of Special-Needs households to be provided affordable housing units	10	15
Total	20	41

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	10	15
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	49	47
Number of households supported through Acquisition of Existing Units	0	0
Total	59	62

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. The City exceeded all but one of its target goals. One of the City's two housing rehab programs served two fewer households than targeted due to substantial supply chain delays and increased construction costs. Notably, the target goals and actual performance totals are far lower than the previous Program Year because the prior year included emergency re-allocations of HOME funds for additional tenant-based rental assistance to prevent eviction of households financially impacted by COVID-19.

Discuss how these outcomes will impact future annual action plans.

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. The City also considered these outcomes during the development of the goals, programs and policies in the 6th Cycle Draft Housing Element, which will be submitted in Program Year 2022.

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	47	15	0
Low-income	26	0	
Moderate-income	0	0	
Total	73	15	

Table 7 – Number of Households Served

Narrative Information

As previously noted, affordable housing one-year goals for CDBG funding are established at the County Consortium level; however, the City does establish service goals for each contract with subrecipients who provide services related to housing stability and displacement prevention. The above tables include housing rehabilitation programs, tenant-based rental assistance, and infrastructure repairs to shelter to increase capacity to house individuals and families at-risk of homelessness.

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. From opening in November 2019 through the end of Program Year 2021, the Navigation Center served 255 individuals and saw 138 (65%) exits to permanent housing. The City also opened a non-congregate Housing Navigation Annex, a motel model with 35 individual rooms that include a kitchenette and bathroom. Opening in February 2021, the Annex was funded primarily through the City’s ARPA allocation and has served 126 individuals to date, with 69 (73%) of 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. The AC Impact program provided ongoing housing and services for 12 residents in FY 2021-2022, 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 placement 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 served 40 individuals on its Work Experience Team during Program Year 2021.

Addressing the emergency shelter and transitional housing needs of homeless persons

The emergency shelter and transitional housing needs of individuals experiencing homelessness in Hayward were substantially amplified by the COVID-19 public health crisis. Starting in Program Year 2019 and continuing into Program Year 2021, 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 leveraged federal and local funds to open the Housing Navigation Center Annex in Program Year 2020, which is an extension of the Navigation Shelter but in a non-

congregate setting for individuals who are homeless and medically fragile. The City continued to operate the Annex throughout Program Year 2021, allowing 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.

At the beginning of Program Year 2021, Council adopted 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. In addition to prioritizing the Navigation Center and Annex to address emergency and transitional shelter needs, the City also leveraged federal ARPA funds to expand the operating hours of the local winter warming shelter so it could operate during the day, regardless of temperature.

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

Each year, the Community Services Commission makes recommendations to Council for allocation of the City's annual CDBG entitlement and a portion of the General Fund. In Program Year 2021, over \$400,000 was allocated to services programs to prevent homelessness, including legal services, food security programs, health clinics, and tenant/landlord and fair housing services.

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 Program Year 2021, the program served 15 households, several with dependent children.

In Program Year 2021, the City continued to use the displacement study conducted in 2020 to help understand the risks and consequences of displacement and to implement a live/work preference in developments funded with County Measure A1 funds. The displacement study informed recommendations for ARPA allocation, was used in the development of the 6th Cycle update to the Housing Element, and will also be a reference for the upcoming Affordable Housing Ordinance Feasibility Study, which will be completed in Program Year 2022.

Additionally, 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. A key activity in the plan intended to prevent homelessness is the shallow rental subsidy program, which Council authorized at the end of Program Year 2021 and will be implemented using ARPA funding in Program Year 2022.

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. During Program Year 2021, 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.

Additionally, the City played an active role in the County's working group to develop its Home Together 2026 Plan, which lays out the goals and strategies needed to dramatically reduce homelessness and combat racial disparities in homelessness throughout the County. Council adopted a resolution endorsing the plan in April 2022 and staff are working to align CDBG and other funding resources to the County plan, as well as the City's Let's House Hayward! plan.

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, including those who may be residents of public housing, in homeownership options, including first-time homebuyer counseling. The City also supports an Alameda County First-Time Homebuyer Assistance Program that utilizes dollars from bond Measure A1. Additionally, the City works with developers to market below-market rate units for sale and rent.

Actions taken to provide assistance to troubled PHAs

The HACA 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 competitiveness for financing for affordable housing projects, escalating costs of labor and materials, the increasing cost of land and interest rates, and the entitlement and environmental review processes. In July 2021, 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. The Draft Housing Element is currently under review by the State Department of Housing and Community Development (HCD) and is on track to be adopted in early 2023. The Draft Housing Element is available at this link <https://haywardhousingandclimateupdate.com/get-involved/#housingelement>. The Draft Housing Element demonstrates that the City has adequate land, zoned appropriately to accommodate the projected Regional Housing Need Allocation of 4,624 residential units at varying income levels (See Appendix C, Housing Resources).

Pursuant to State Law, the City's 6th Cycle Draft Housing Element contains the following sections:

- **Housing Needs Assessment:** Examine demographic, employment and housing trends and conditions and identify existing and projected housing needs of the community, with attention paid to special housing needs (e.g., large families, persons with disabilities).
- **Evaluation of Past Performance:** Review the prior Housing Element to measure progress in implementing policies and programs.
- **Housing Resources and Sites Inventory:** Identify locations of available sites for housing development or redevelopment to ensure there is enough land zoned for housing to meet the future need at all income levels as provided in the RHNA.
- **Constraints Analysis:** Analyze and recommend remedies for existing and potential governmental and nongovernmental barriers to housing development.
- **Affirmatively Furthering Fair Housing:** Assembly Bill 686 (AB 686), passed in 2018, created new requirements for jurisdictions to affirmatively further fair housing in this Housing Element Cycle by taking “meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics” as mandated by the 1968 Fair Housing Act.
- **Community Engagement Plan:** The Housing Element must include a robust community engagement program, reaching out to all economic segments of the community with an emphasis on traditionally underrepresented groups.

Based on the analysis and findings set forth in the sections above, the City developed a Housing Plan with goals, policies, programs and actions to be carried out during the 2023-2031 planning period to

fulfill the identified housing needs and remove identified constraints to development. Specific goals, actions and programs intended to remove constraints to development include policies to provide incentives to develop affordable housing include reductions and/or waivers of impacts fees (Program H-2.2 and H-14); updating the Inclusionary Housing Ordinance (Program H-6); updating the Density Bonus Ordinance (Program H-5); maintain an Affordable Housing Trust Fund to award affordable housing fees to affordable housing builders and to use the NOFA process to incentivize units for special needs households (Programs H-4 and Action 19.3); developing Objective Design Guidelines to streamline development (Policy H-4.1); and continue to streamline and advertise opportunities to develop accessory dwelling units and duplexes in all low density residential neighborhoods to incrementally increase density throughout the City (Program H-17 and Program H-18), among others. It is essential to note that 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 (see Housing Element Appendix D, Housing Constraints).

Parallel to the Housing Element Update, the City is currently updating 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. The City anticipates bringing amendments to these Ordinances in order to further facilitate the development of housing at all income levels to the City Council in 2023.

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. Throughout Program Year 2021, 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 Program Year 2021. Additionally, the Let's House Hayward! Strategic Plan, adopted by Council at the start of Program Year 2021, provided a more focused needs assessment on the City's homelessness response efforts, including ways to improve service delivery for individuals experiencing homelessness

and those at risk of becoming homeless. The goals, strategies, and activities from this plan are intended to address the challenges meeting the needs of those experiencing or most at risk of experiencing homelessness in Hayward.

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's CDBG funds support local legal services providers who help prevent unnecessary evictions and foreclosures, helping low-income families maintain their housing. Further, during Program Year 2021, the City began developing a shallow rental subsidy program, which will be implemented in 2022 and is anticipated to provide rental subsidies to approximately 40 households most at-risk of homelessness each year.

The City also funds programs that provide an economic boost to small businesses that provide key services to the community. For example, CDBG funds support both the Community Child Care Council of Alameda County and Centro Community Partners, agencies that train and give technical assistance and resources to local micro-enterprises.

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. During Program Year 2021, 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.

The City 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 uses agreements with subrecipients and memoranda of understanding (MOU's) with other public agencies to establish

clear outcome goals, reporting procedures, timelines, milestones, and budgets against which agencies' performance is measured. The City's monitoring process was adapted in recent years to focus on remote monitoring activities in response to the COVID-19 pandemic and resulting shelter-in-place orders. At the conclusion of Program Year 2021, City staff was preparing for a return to in-person monitoring of CDBG subrecipients.

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. Throughout Program Year 2021, the City convened quarterly meetings of the Let's House Hayward! Steering Committee and other interested stakeholders, which were designed to increase and improve communication with local housing and social services agencies.

During Program Year 2021, the City continued its increased engagement 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, the City applied for State Homekey funding in partnership with a non-profit developer and three other Alameda County cities. In another 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 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 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 2021. City Council’s Homelessness-Housing Task Force received the annual update on its implementation progress in the Fall of 2021.
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 included subsequent legislation passed in response to COVID-19 on the City website as appropriate.
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 began work on updating the General Plan Housing Element, which includes exploring these modifications, and expects to adopt the updated Housing Element in the first quarter of 2023. To remove constraints and facilitate the production of housing, City Planning staff has worked with numerous developers to understand and utilize streamlined development review through State processes including Senate Bill 35 (SB35) and Density Bonus Law for qualifying projects that provide deed restricted unit for low-income households. In the past two years, the City has approved four SB35 projects and nine projects that received Density Bonus approvals for increased density and flexible development standards.
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. The 6 th Cycle Draft Housing Element with goals, programs and policies was released between mid-July and mid-August 2022 for public review and will be sent to the State Department for Housing and Community Development by September 1, 2022 for review. Until the updated Housing Element is adopted, the City will continue to implement the programs described in the 5 th Cycle Housing Element (2015-2023).

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 2022 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 Program Year 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 2021, the City met at least monthly with other jurisdictions to discuss housing and homelessness issues.

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, online outreach, contracts with non-profit agencies providing legal services to tenants, and monthly hybrid in-person/remote educational workshops in English and Spanish to ensure tenants and landlords are aware of their rights and responsibilities under 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, the City continued implementing the new Tenant Relocation Assistance Ordinance (TRAO), which requires that landlords provide temporary and permanent relocation assistance when tenants are displaced due to substantial repairs or a government order to vacate. The City is using a portion of its American Rescue Plan Act (ARPA) allocation to make relocation assistance payments directly to tenants when they are displaced through Code Enforcement action and their landlords are unwilling to pay the assistance. TRAO regulations enable the City to recover those costs from the landlord through special assessment.

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 continues to provide incentives to housing developers that 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 the NOFA. 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. Additionally the City has partnered with a vendor to conduct an Affordable Housing Feasibility Assessment, the findings from which will be used to understand the best ways to prioritize production of affordable housing units in most appropriate for the Hayward community.
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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 the 2022 Program Year, following the Affordable Housing Feasibility Assessment. The NOFA will establish a pipeline of eligible projects for affordable rental and ownership opportunities, as well as emergency and transitional shelter and rehabilitation/conversion projects. The City continues to provide technical and analytical assistance to housing developers seeking state and federal funding opportunities to support development of affordable housing in Hayward.

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. City Planning staff developed checklists in English and Spanish for ADUs and urban lot splits and development of duplexes on all single family zoned lots pursuant to Senate Bill 9 (SB9) to allow for streamlined review and approval processes. In the coming year, the City expects to update the Density Bonus Ordinance and is developing a set of Objective Standards to further streamline eligible development approvals.

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 provide 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.
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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	The City continues to develop marketing resources and tools related to fair housing for affordable housing developers. Additionally, 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. Throughout this process, 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 Density Bonus Ordinance, developing Objective Design and Development Standards, and updating the City's Housing Element and Climate Action Plan. SB 2 and LEAP projects are currently underway and are expected to be completed in 2023.
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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 2021, this review process occurred in the fall of 2020 to allocate funds for FY 2021-2022. 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 adjusted its monitoring plans in Program Years 2020 and 2021 to account for local and state emergency declarations and shelter-in-place requirements. As such, Program Year 2021 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. At the conclusion of Program Year 2021, staff drafted formal monitoring letters to send to all Program Year 2021 subrecipients informing them of a two-stage monitoring process, beginning with more in-depth desk monitoring, followed by in-person monitoring for agencies that meet criteria based on the desk monitoring stage.

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, which was updated following HUD's Program Year 2020 monitoring visit.

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.

HUD regulations require that all CDBG grantees develop and maintain a Citizen Participation Plan (CPP) that sets forth the City's policies and procedures for community engagement and participation in the

CDBG funding and planning process. In April 2022, Council approved the following updates to the City's CPP:

1. Remove "citizen" from the CPP, replacing it with alternative language to ensure the inclusion of all members of the Hayward community
2. Clarify the pathways for community participation
3. Clarify the City of Hayward's areas of community need that may be addressed by CDBG-funded activities
4. Update the information of the Division that oversees the CDBG Program, including contact and location information
5. Update the Allocation Development Schedule
6. Update the Annual Funding Forum process and expand opportunities for receiving community feedback
7. Clarify the process to request translation services

The above updates were first made available to the public for comment for 30 days then approved by Council in a Public Hearing.

This CAPER was posted to the City's Community Services Division webpage on September 2, 2022, with a public comment period opened from September 2, 2022, through September 20, 2021. On Wednesday, September 21, 2022, 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 6, 2022, through September 20, 2022, with a public hearing for comment on performance of the HOME-funded programs on September 13, 2022. This draft copy of the CAPER will be updated following both comment periods to reflect any input received.

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 2021. In recent years, 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. All but one of the activities funded with the CDBG-CV allocation concluded prior to Program Year 2021. The goals and targets included in the 2021 AAP reflect the conclusion of these programs.

The primary changes the City would have made to the 2021 AAP would have been to reduce some of the outcome measures, particularly for construction- and shelter-based activities. The outcome measures for these activities reflected assumptions about the pace of recovery from COVID-19 that were overly optimistic. Shelter space continued to be reduced for health and safety reasons, resulting in fewer people served. Similarly, increased demand and costs for construction, coupled with supply plan constraints, meant fewer home rehabilitation projects and delayed infrastructure projects.

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

No