



CITY OF
HAYWARD
HEART OF THE BAY

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

FY 2022-2023

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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 2022 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 2022 Annual Action Plan. Funded programs included:

- Fair Housing Activities
- Economic Development
- Homelessness Prevention
- Non-Homeless Special Needs
- Sustainable Housing
- Implementing activities that are consistent with all components of the 5-Year Consolidated Plan

During Program Year 2022, the City and its subrecipients addressed the residual effects of the COVID-19 crisis while facing the challenges of high inflation and rising housing costs. As the severity of the public health crisis has abated, many subrecipients have taken steps toward reinstating pre-pandemic service delivery models. However, this has coincided with a winding down of federal, state, and county programs responding to the pandemic. These programs included increased operational funding for local service providers as well as direct assistance and protections for community members such as eviction moratoriums or rental assistance. The end of pandemic response programs has resulted in both the loss of one-time resources and the creation of new needs for vulnerable community members. Throughout the program year, the City of Hayward maintained open communication with subrecipients to identify ways to adjust program delivery and budgeting which would enable service provision in line with CDBG regulations and goals and within these constraints. 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	2007	2.01%	300	1687	562.33%
1A. Facility & Infrastructure Access & Capacity	Non-Housing Community Development	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	1377		0	1356	
1A. Facility & Infrastructure Access & Capacity	Non-Housing Community Development	CDBG: \$	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
2A. Preserve Existing Homeownership Housing	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	225	148	65.78%	60	51	85.00%
2B. Develop New Affordable Housing	Affordable Housing	CDBG: \$	Rental units constructed	Household Housing Unit	200	0	0.00%			
2B. Develop New Affordable Housing	Affordable Housing	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0		20	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	1769	64.33%	250	250	100.00%
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	13956	507.49%	500	174	34.80%
4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	25	70	280.00%	10	39	390.00%
4A. Provide for Small Business Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	140	159	113.57%	10	28	280.00%

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 Program Year 2022 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

In Program Years 2020 and 2021, subrecipients received support for expanded or modified service delivery in the form of one-time funding due to federal legislation responding to the COVID-19 public health crisis. As of Program Year 2022, the initial distribution of CARES Act funding had been fully allocated and the City concluded its second year of ARPA-funded service enhancements. The City worked with subrecipients in Program Year 2022 to begin winding down emergency measures and service delivery changes necessitated by the COVID-19 pandemic and facilitated by temporary funding. In some cases, subrecipients were able to continue hybrid models using technology resources implemented throughout the pandemic while reintroducing in-person services, allowing them to maintain service levels. In other cases, subrecipients were challenged by a rolling back of policies and resources despite continued demand for virtual services and a resumption of in-person services.

For example, in Program Year 2022, the exhaustion of one-time CARES Act and ARPA funding for homelessness response services resulted in the discontinuation of both the Hayward Navigation Center Hotel Annex program and expanded daytime hours for the local winter warming shelter. In addition, policy changes such as the end of the Alameda County Eviction moratorium drove increased demand for legal services for households at risk of displacement. Construction delays stemming from increased costs and supply chain interruptions persisted into Program Year 2022, with inflation and personnel costs becoming a greater factor as supply chains normalized in the latter half of the year

Due to these competing forces, program outcomes for 2022 were mixed. In goal 1A, the City significantly exceeded its annual goal, thanks in large part to infrastructure improvements that allowed the one provider, South Hayward Parish, to restore interrupted food pantry services at its emergency shelter facility. Providers of Small Business Assistance (goal 4A) were also largely successful, with Centro Community Partners and Community Child Care council helping create or retain 39 jobs and aiding 28 small businesses, compared to an expected 10 jobs and 10 businesses.

Other providers were moderately successful in reaching their goals. Programs under goal 2A, Preserve Existing Homeownership Housing, were largely able to recover from delays due to inflation and supply

chain interruptions to end the year having performed 51 out of their 60 expected minor home rehabilitations. Goal 3A (Provide Supportive Services for Special Needs) met with success, providing homelessness, family, and domestic violence shelters to 250 individuals, meeting their goal for program year 2022.

Finally, the City and its providers fell short of expectations for new affordable housing and legal assistance for low-income residents. Legal assistance programs under goal 3B (Provide Vital Services to LMI Households) reported providing services to just over a third of the number of households projected for the year. In addition, programs to develop new affordable housing (goal 2B) have continued to experience the delays that have typified the years since the COVID-19 public health emergency, including supply chain interruptions, inflation, and high labor costs.

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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)

	CDBG
White	373
Black or African American	152
Asian	362
American Indian or American Native	18
Native Hawaiian or Other Pacific Islander	23
Total	928
Hispanic	267
Not Hispanic	1,579

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 1,846 individuals. Approximately 80% 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 largely comparable to the racial and ethnic breakdown of the City as a whole. However, data for Program Year 2022 showed two major exceptions to this trend. Individuals identifying as Asian or Asian-American continue to be underrepresented among those served by CDBG-funded programs relative to their proportion of the population as a whole. Meanwhile, nearly half of the individuals served (n = 918) by CDBG programs identified as multi-racial, compared to a 2022 US Census estimate of approximately 11% of Hayward's population. This disparity highlights the limitations of Table 2, above, which is generated by HUD's Integrated Disbursement and Information System (IDIS).

As in prior years, the version of Table 2 exported from IDIS does not include a category for individuals who report more than one race. However, in Project Year 2022, these individuals were disproportionately represented among recipients. Staff have added a row to Table 2 to capture that subset and better represent the demographic composition of individuals served by the City and its subrecipients. In Program Year 2021, the City's Community Services Commission (CSC) worked with Council to prioritize racial equity in the Community Agency Funding process. Program Year 2022 saw the first implementation of the revised process. Prospective subrecipients are now required to submit demographic data about their staffing, leadership, and Board of Directors, as well as describe agency efforts to address racial equity in service delivery.

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 distinction. Staff have added a column to Table 2 to disaggregate individuals in each race category who also identify as Hispanic (n = 309) to more accurately represent the race and ethnicity of those served in Program Year 2022. The revised Table 2 has been included as an appendix to the CAPER submission.

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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	2,271,166	1,280,207

Table 3 - Resources Made Available

Narrative

The City of Hayward leveraged City General Fund, county, and state resources to Federal CDBG, HOME, and American Rescue Plan Act (ARPA) funding for Program Year 2022. 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 2022-2023, the City's entitlement allocation was \$1,541,746. The entitlement allocation was appropriated for a variety of housing-related, public service, and community development projects benefiting 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 annual allocation of HOME funds. These funds are used to support homelessness prevention programs and to expand the availability of affordable housing to low-income families within the City of Hayward. During FY 2022-2023, HOME funds were expended for rental assistance to transition-aged youth via 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 COVID-19. A portion of these funds were expended in Program Year 2022 on economic development programs complementary to CDBG-funded activities. Funds were also used to prevent homelessness through rental assistance, legal aid to prevent displacement, and services offered at the Housing Navigation Center.

Local Funding Sources

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

The Alameda County Transportation Improvement Authority (ACTIA) allocated approximately \$1,700,000 in Measure B and Measure BB Base Program funds to the City of Hayward’s Paratransit program in FY 2022-2023. As the ongoing impacts of the COVID-19 pandemic have waned and regular economic and social activities have resumed, the City has provided over 9,200 rides for activities of daily living to seniors (70+) and certified disabled residents. This represents an increase of 29% over the Program Year 2021 total of approximately 7,150 rides. However, this has coincided with a reduction in the number of meals delivered to low-income, homebound Hayward seniors, from approximately 109,000 in FY 2021-2022 to approximately 86,500 in FY 2022-23. This may be attributed to the greater mobility of seniors and disabled residents as public health restrictions have been lifted.

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 \$560,250 from its General Fund to support the delivery of social services and arts and music programs to low-income Hayward residents in FY 2022-2023. The City also allocated \$1,127,260 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, including support for local food banks, mental health services, and legal services for vulnerable community members.

Other State Resources

The City used Proposition 47, Permanent Local Housing Allocation (PHLA), and Homeless Housing, Assistance, and Prevention (HHAP) grant 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

Table 4 – Identify the geographic distribution and location of investments

Narrative

The City funds public services and economic development programs across Hayward, 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, while leveraging the Proposition 47, PLHA, and HHAP funding from the state to support 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	0
Number of Special-Needs households to be provided affordable housing units	10	15
Total	20	27

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	51
Number of households supported through Acquisition of Existing Units	0	0
Total	59	66

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 are reported on in Tables 11 and 12 above. The City exceeded its goals in Program Year 2022, in part due to a restoration of supply chains to pre-pandemic efficiency. However, target goals and actual performance totals remain at the lower levels established in Program Year 2021, reflecting the winding down of one-time funding sources to

assist 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 incorporated these goals into the Program Year 2023 Annual Action Plan submitted to HUD in May of 2023. The City also considered these outcomes during the development of the goals, programs and policies in the 6th Cycle Draft Housing Element, which was adopted by Council on February 7, 2023 and was certified by the State Department of Housing and Community Development (HCD) on July 27, 2023.

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
Extremely Low-income	33	0
Low-income	28	0
Moderate-income	22	0
Total	83	0

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 60-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. 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 2022-2023, 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.

Leveraging salary savings from vacancies in the Hayward Police Department, the City continued operation of the Hayward Evaluation and Response Teams (HEART) program. HEART provides an integrated continuum of care by connecting the right team or resource to the right call for service. The program improves access to medical, mental health, and other support services for individuals experiencing unsheltered homelessness. It reduces the need for police officers to intervene in calls for service involving people experiencing chronic mental illness, substance abuse, and homelessness and reduces reliance on emergency services for individuals needing long-term case management and follow-up services.

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 34 individuals on its Work Experience Team during Program Year 2022.

Addressing the emergency shelter and transitional housing needs of homeless persons

Program Year 2022 was one of transition, as the City phased out COVID-19 public health crisis response programs and began returning to pre-pandemic operations. During the first half of Program Year 2022,

the Navigation Center continued to operate its congregate shelter program at reduced capacity in response to public health recommendations. The Housing Navigation Annex (the Annex) carried over its non-congregate shelter program for medically vulnerable individuals which began in February of 2021. As the public health guidance regarding social distancing was lifted in the second half of program year 2022, the City moved toward restoring regular operations for its emergency shelter and transitional housing programs. The Annex, which had been funded by the City's one-time ARPA allocation, was closed as of January 31, 2023, with all remaining residents moved to either permanent housing or the Navigation Center. During this period, the Navigation Center reduced its social distancing requirements and expanded its capacity to 60 beds. To date, the Housing Navigation Center has served 275 individuals experiencing homelessness, with 151 (55%) exiting into permanent housing. Over its approximately two years of operations, the Annex served 143 clients. Of these, 102 (71%) exited into permanent housing.

In Program Year 2021, Council adopted the Let's House Hayward! Strategic Plan (LHH Plan). The LHH 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 has informed actions taken by the City in Program Year 2022 to increase local capacity for both emergency shelter and transitional housing. These efforts include continued support for transitioning the local winter warming shelter into year-round operation; providing resources to a program to develop single-family shelter units for unhoused domestic violence survivors and their children; and partnering with a local non-profit developer to advance an innovative scattered sites transitional housing program. The City has also continued its 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

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 2022, over \$545,000 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 2022, the program served 15 households, several with dependent children.

In Program Year 2022, 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 was a reference for the 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. One of the key activities in the plan to prevent homelessness is the shallow rental subsidy program, which launched in November 2022. This program assists extremely low-income households with prior experience of homelessness and a rent cost burden of 50% or more. The shallow subsidy rental program provides up to 18 monthly payments directly to the participating households' landlords in an amount of either \$800 or the amount required to reduce rent cost burden to under 50%, whichever is lower. To date, the program has enrolled 28 households and is currently conducting outreach for a second cohort. This program will be piloted over a three-year period and is funded by an allocation of one-time American Rescue Plan Act (ARPA) local fiscal recovery funds. The program is intended to assist at least 75 families throughout its pilot period.

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 appropriate supportive services and housing programs for which they are eligible. In Program Year 2022, the County continued its dual list model of Coordinated Entry services, with separate queues for crisis services and housing. Having separate priority waiting 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.

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. In Project Year 2022, staff worked to align CDBG and other funding resources to the County plan, as well as the City's Let's House Hayward! plan.

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

Actions taken to address the needs of public housing

The City does not directly manage public housing. Public housing efforts are managed and implemented by the Housing Authority of 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 competition for financing of 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 Housing Element was initially adopted on February 7, 2023, and submitted for review by the State Department of Housing and Community Development (HCD). The City subsequently updated certain elements in response to formal comments from HCD, including non-substantive corrections to ensure internal consistency; clarifying information regarding definitions, processes, and programs; additional detail including geographic targeting of Low-and-Moderate Resource areas; and specific key performance indicators. The updated, adopted Housing Element was submitted to HCD for review in June 2023 and HCD certified the Housing Element as being in substantial compliance with State Law on July 27, 2023. The 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 2023-2031 Housing Element contains the following sections:

- Housing Plan. The Housing Plan provides a general overview of all of the appendices described below and sets for goals to:
 - Preserve, Conserve and Improve Existing Housing Stock
 - Assist in the Development of Affordable Housing
 - Provide Adequate Sites for Development of Housing
 - Remove Constraints on Development
 - Provide Housing for Persons with Special Needs and
 - Provide Equal Housing Opportunities for All Persons

Each of the Goals is followed by a set of Policies, Actions, Objectives, Timeframes and importantly sets

forth the Responsible Agency and Funding Sources for achieving the Action.

Housing Element Components

Community Engagement Plan: Preparation of the 6th Cycle Housing Element included a robust community engagement program as required by State Law. Appendix A to the Housing Element outlines the efforts made to achieve public participation of all economic segments of the community. The community engagement plan included online public education resources and video content; multi-lingual presentation materials; community workshops; publicly noticed work sessions with decisionmakers; partnerships and stakeholder meetings with community educational and nonprofit agencies; a community-wide survey; and a public workshop. Housing Needs Assessment: Appendix B to the Housing Element includes an assessment of the demographic, socio-economic, and housing characteristics of the community in order to determine the specific housing needs of current and future residents. Attention is paid to unmet special housing needs (e.g., large families, persons with disabilities). Housing Resources and Sites Inventory: Appendix C to the Housing Element identifies 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. This section also discusses development trends, infrastructure, service, financial, and administrative resources available for the development, rehabilitation, and preservation of housing in the City. Constraints Analysis: Appendix D to the Housing Element provides an analysis of governmental and non-governmental constraints to the production of housing for individuals at all economic levels and those with special needs. Includes recommendations for mitigating constraints related to the City's regulations, particularly those that impact production of affordable housing for underserved individuals. Review of Past Accomplishments: Appendix E to the Housing Element provides a review of housing programs adopted as a result of the prior Housing Element and evaluation of the effectiveness of these programs in delivering housing services and assistance. This analysis is a necessary step for developing programs for the current Housing Element cycle. Assessment of Fair Housing: Appendix F of the Housing Element was prepared pursuant to California Government Code Â§ 8899.50 requiring local 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. An assessment of fair housing must include evaluation of the City's fair housing enforcement and outreach capacity; local trends in racial and economic integration or segregation patterns; and identification of fair housing priorities, goals, and strategies.

Housing Plan and Policy Changes

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);); 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 and upzoning approximately 1,558 single family district properties to incrementally increase density and streamline development (Policy H-4.1); simplify development opportunities for 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); and, explore zoning text amendments to introduce flexibility in permitting for shelters, transitional housing and tiny homes with wraparound services at church, nonprofit and publicly owned properties (Action 13.1); among others. In January 2023, the City adopted amendments to the Density Bonus Ordinance, which allowed for density bonuses in excess of State Law requirements for developments that provide large family units, universal design features and housing for special needs groups (seniors, students, foster youth, veterans and individuals experiencing homelessness). On April 11, 2023, the City adopted amendments to the Affordable Housing Ordinance to increasing the affordable housing requirement and deepening the affordability requirement for single family homes and townhomes; maintaining the requirements and affordability levels for high density rental and ownership developments and increasing in lieu fees for ownership projects. All in lieu fees are placed in an Affordable Housing Trust Fund to fund affordable housing developments. Additionally, the City adopted its Residential Rent Stabilization Ordinance (RRSO) at the beginning of FY 2019-2020. The RRSO added requirements for binding arbitration; discrimination protections for Section 8 voucher holders; rent increase and eviction noticing requirements; and reincorporated Just Cause for tenant evictions. In early FY 2020, the City also adopted the Tenant Relocation Assistance Ordinance, directing landlords to offer relocation assistance to tenants issued no-fault eviction notices. Both ordinances include provisions for informing tenants and landlords of their rights and responsibilities, as well as reporting requirements that assists the City in pinpointing individuals and populations 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 2022. Additionally, the Let's House Hayward! Strategic Plan, adopted by Council in July of 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, in Program Year 2022, the City implemented its shallow rental subsidy program in 2022, which provides rental assistance for extremely low income households with severe rental cost burdens.

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 2022, 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. As of Program Year 2022, City staff returned to the pre-pandemic process of 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. Quarterly meetings were held in conjunction with Prop 47 Local Advisory Committee meetings, which concluded in Program Year 2022. Staff will re-start Let's House Hayward! progress meetings in Program Year 2023.

During Program Year 2022, the City continued its 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, as noted above, the City and its non-profit partners participate the Alameda County Coordinated Entry system. 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 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as 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 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 1

Goal 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as persons with disabilities, people of color, low-income families, seniors, new immigrants, people experiencing homelessness.
Status	Delayed.
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Goal 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 2

Goal 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as 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 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 3

Goal 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as 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 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 4

Goal 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as 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 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 5

Goal 22 Activity 8.c	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 2022, as well as for intake in the Coordinated Entry system for individuals experiencing or at risk of homelessness.
Goal 23 Activity 8.d	Increase marketing efforts of affordable housing units to people that typically face barriers and discrimination in fair housing choice, such as 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 24 Activity 8.e	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 25 Activity 9.b	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 applied for and was awarded LHTF in 2021. 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. The City also partnered with the City of Union City and a non-profit developer to apply for the State Homekey program to fund a regional scattered site, shared housing program.

Analysis of Impediments to Fair Housing Table 6

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 2022, this review process began in the fall of 2021 for FY 2022-2023 funded subrecipients. 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.

In Program Year 2022, the City resumed in-person, on-site monitoring for subrecipients with desk monitoring that triggered an on-site visit. Due to the COVID-19 pandemic, the City moved to a desk-monitoring-only process for Program Years 2020 and 2021. Loosening of public health requirements in Program Year 2022 allowed staff to conduct on-site interviews and records reviews in addition to regular review of quarterly performance reports, reimbursement requests, and other subrecipient feedback. In September of 2022, staff drafted formal monitoring letters to send to all Fiscal Year 2021-2022 subrecipients informing them of a two-stage monitoring process. For the initial desk monitoring stage, subrecipients were asked to provide organizational documentation including organizational structure, policies and procedures, strategic plans, agency budgets, and fiscal audits. Desk monitoring was followed by in-person monitoring for agencies meeting risk-assessment criteria. On-site monitoring visits were conducted in spring of 2023. Throughout the monitoring process, staff conformed to the monitoring procedures detailed in the CDBG Subrecipient Oversight Guidebook.

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 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 1, 2023, with a public comment period opened from September 1, 2023, through September 20, 2023. On Wednesday, September 20, 2023, 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.

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 2022. 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.

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

No

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

DRAFT

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 2022. 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.

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

No

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

DRAFT

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	0	0	0	0	0
Total Labor Hours	0				
Total Section 3 Worker Hours	0				
Total Targeted Section 3 Worker Hours	0				

Table 8 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers	0				
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.	0				
Direct, on-the job training (including apprenticeships).	0				
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.	0				
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).	0				
Outreach efforts to identify and secure bids from Section 3 business concerns.	0				
Technical assistance to help Section 3 business concerns understand and bid on contracts.	0				
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.	0				
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.	0				
Held one or more job fairs.	0				
Provided or connected residents with supportive services that can provide direct services or referrals.	0				
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.	0				
Assisted residents with finding child care.	0				
Assisted residents to apply for, or attend community college or a four year educational institution.	0				
Assisted residents to apply for, or attend vocational/technical training.	0				
Assisted residents to obtain financial literacy training and/or coaching.	0				
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.	0				
Provided or connected residents with training on computer use or online technologies.	0				
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.	0				
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.	0				
Other.	0				

Table 9 – Qualitative Efforts - Number of Activities by Program

Narrative

The City did not carry out any Section 3 Activities in Program Year 2022.

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