

**HOUSING AND
COMMUNITY DEVELOPMENT
STRATEGIC PLAN
FY 2005 – FY 2009**

CITY OF SAN LEANDRO

**ALAMEDA COUNTY
HOME CONSORTIUM**

April 18, 2005

Executive Summary

FY 2005-2009 Five-Year Strategic Plan

Background - Consolidated Plan Process

Each year, San Leandro receives two federal Department of Housing and Urban Development (HUD) grants. The FY 2005-06 allocation for the Community Development Block Grant (CDBG) is \$844,512. The FY 2005-06 allocation for the Housing Investment Partnership Program (HOME) is \$336,724.

Funds from the CDBG grant must be used to meet one of three national objectives: 1) benefit to low and moderate income persons, 2) aid in the prevention of slum and blight, or 3) meet urgent need. HOME funds must be used specifically for housing opportunities for low and moderate-income persons.

The grant planning application process is known as the Consolidated Plan and includes a Five-Year Strategic Plan and an annual update called the Action Plan. The Consolidated Plan process requires grantees to provide a single submission document for several grant fund proposals, including CDBG and HOME funds. The City is a CDBG entitlement community and, therefore, receives CDBG funds directly from HUD. However, the City participates in the Alameda County HOME Consortium to apply for HOME funds.

The Consortium is made up of the Alameda County cities, excluding Berkeley and Oakland. The County serves as the lead agency for the Consortium and is responsible for submittal of the Consolidated Plan documents to HUD on behalf of the entire Consortium. The County serves as the lead agency for HOME funds, while the City serves as the lead agency for CDBG funds.

Citizen Participation

Federal regulations provide guidelines for the City to develop a citizen participation plan that governs the process for receiving public input during the Consolidated Plan process. The goal of the citizen participation plan, which the City amended in July 2004, is to encourage all citizens to participate in the planning and implementation of all CDBG and HOME-funded programs.

Public participation in determining needs and priorities was incorporated into the Consolidated Plan process in a variety of ways. To assess housing and community development needs, staff met with the executive directors of the various nonprofit social service providers who receive City funding on October 25, 2004, and with the Human Services Commission, whose members are City residents, on October 27, 2004. Furthermore, the City conducted three public meetings in geographically dispersed locations to enable more citizens to attend. They were held on January 15, 19, and 27 of 2005 (see Exhibit A for a summary of the priority needs and general comments from the public meetings) and were advertised through many outlets including the City website, City facilities like public libraries and City Hall, a press release and local newspapers. In addition, public service providers and other organizations on the CDBG mailing list were notified of the public meetings as well as the City's homeowners associations.

Notice of the availability of the Draft Consolidated Plan for 30 day public comment was published in the Daily Review newspaper on February 19, 2005. The City Council held a public hearing on March 7, 2005 to receive initial public input on the draft Consolidated Plan and Annual Action Plan and to begin the 30 day comment from March 8 through April 7. The Draft Action Plan was available for public review and comment at City Hall, the Main Library and the City website during the 30 day period. In addition, public review and comment was extended from April 7 through April 18. No public comments were received. The public notice, including an updated summary of the draft FY 2005-06 Annual Action Plan, for the April 18 public hearing was published in a locally circulated newspaper. Under Alameda County HOME Consortium requirements, the City's Annual Action Plan will be published along with the County's and other Consortium member cities' plans as one document and submitted to HUD by the County. The Council held a public hearing on the final versions of both Plans and approved them on April 18, 2005.

Five-Year Strategic Plan Priorities

The Strategic Plan is divided into four Priority Needs: Affordable Housing, Homelessness, Supportive Housing and Community Development Needs, which include Economic Development, Public Services and Public Facilities/Improvements. The following section provides a brief overview of these needs and activities proposed in the Five-Year Strategic Plan.

Affordable Housing Needs

Affordable rental and ownership housing are in short supply in Alameda County. HUD has defined "affordable" housing as housing which requires no more than 30 percent of a household's gross monthly income, including the cost of rent or mortgage payments, homeowner's fees, and utilities. Beyond 30 percent, HUD considers a household to be "cost burdened". The 2000 Census indicates that approximately 28% of San Leandro homeowners paid more than 30 percent of their income on housing, while an estimated 38% of San Leandro renters paid were also considered cost burdened. Therefore, renters were more heavily impacted than homeowners with their housing costs.

In the Five-Year Plan, the City proposes to take several actions to address the need for affordable housing in the City. The City will continue allocating CDBG funds primarily to fund fair housing services. HOME funds will be applied to potential affordable rental or ownership housing projects, including new construction or acquisition and rehabilitation. Redevelopment Housing Set-Aside funds will be the primary funding source for affordable housing during the next five years and will be used to 1) preserve affordable housing, primarily through the City's Single Family Housing Rehabilitation Program, 2) create new affordable housing (e.g. financing of future affordable rental or ownership housing projects) and 3) assist low and moderate income first time homebuyers through the City's First Time Homebuyer Program. The City implemented an Inclusionary Zoning Ordinance at the end of 2004 which will also help produce new affordable rental and ownership opportunities primarily through private developers.

Homelessness Needs

The Alameda Countywide Homeless Continuum of Care Council conducted a survey in 2003 that indicated there were an estimated 6,215 homeless people within Alameda County on any given night, while an additional 4,205 at-risk homeless people required emergency services. The County estimated that 53% of the homeless were women and 47% were men. In addition, the survey noted that there were 1,280

chronically homeless people in the County, which represented 20% of the total homeless population and two times the national average. While services and housing opportunities for homeless people have steadily increased in Alameda County, they have not kept pace with the growth of homelessness.

San Leandro has traditionally supported a number of homeless serving activities through the CDBG Program. The Five-Year Plan proposes continued support for these activities over the next five years. Proposed activities include operational funding for programs such as the San Leandro Shelter operated by Building Futures with Women and Children (which is an emergency shelter with supportive services for homeless women and children) and the Davis Street Family Resource Center (a community social service agency). To help those who are at risk of losing their residence, the City proposes to use CDBG funds for landlord/tenant counseling services and local funds for the Rental Assistance Program, which provides move-in costs and delinquent rent assistance. In addition, the City proposes to continue funding its pro rata share of the County Continuum of Care Program's administration costs because the program develops funding resources for homeless providers on behalf of San Leandro and other participating cities in the County.

Supportive Housing Needs

In addition to the homeless, there are a variety of other sub-populations in Alameda County such as persons with physical or mental disabilities and seniors who need affordable housing integrated with available support services. The City intends to primarily use available HOME and Redevelopment Housing Set-Aside funds for any future transitional or permanent supportive housing projects that will serve San Leandro residents with special needs.

Community Development Needs – Economic Development

Because the City funds its economic development activities mainly with tax increment revenue from its three Redevelopment areas, the City has begun limiting its use of CDBG funds for economic development in recent years. Potentially, the City may still seek to allocate its CDBG funds to provide loans to eligible small businesses for property upgrades in the next five years if funding is available. In addition, CDBG funds may be a resource in the future if the need arises to develop and implement a neighborhood strategy or plan that includes commercial revitalization.

Community Development Needs - Public Service Support

The City supports a wide variety of non-profit agencies which provide needed services in the community. In the Five-Year Plan, the City proposes to continue providing operational project grants to non-profit agencies providing services to San Leandro residents. During the next five years, the types of services considered priorities for CDBG funds are likely to include literacy programs, shelter programs, health services, fair housing, tenant/landlord counseling and social services for low income women, children and families in crisis, seniors and persons with disabilities.

Community Development Needs - Public Facilities and Improvements

The City has historically utilized CDBG funds for capital improvement projects initiated by the City. CDBG funds have been used for building and infrastructure improvements in eligible areas, accessibility upgrade to parks, and facility improvements to non-profit agencies serving the community. Over the next five years, the City proposes to continue making the completion of the new Senior Center a high priority. The City also hopes, if CDBG funds are available, to fund accessibility improvements to public facilities, installing wheel chair curb ramps throughout the City, and assisting nonprofit social service agencies serving San Leandrans with needed facility improvements.

Summary

Table 1 below summarizes the priorities, proposed activities and objectives established in the FY 2005-2009 Strategic Plan. The housing related priorities have been developed jointly by the Alameda County HOME Consortium, while the community development priorities are established by each jurisdiction and specifically address San Leandro’s needs.

TABLE 1
PROPOSED PRIORITIES, OBJECTIVES AND OUTCOMES
FOR HUD CONSOLIDATED PLAN FY 2005-09

AFFORDABLE HOUSING NEEDS:	
Priority Objectives	FY 2005-09 Proposed Activities (Targeted Outcomes)
Increase the availability of affordable rental housing for extremely low, very low, low and moderate-income households	<ul style="list-style-type: none"> • New Construction of Affordable Housing (80 units) • Inclusionary Zoning Ordinance (50 units) • Acquisition and Rehabilitation of Affordable Housing (10 units)
Preserve existing affordable rental and ownership housing for low and moderate-income households	<ul style="list-style-type: none"> • Apartment Rehabilitation Program (10 units) • Minor Single Family Home Repair Program (200 units) • Single Family Housing Rehabilitation Program (25 units) • Mobile Home Grant program (25 units) • Support Maintenance of Section 8 Vouchers (1,154 vouchers)
Assist low and moderate income first-time homebuyers	<ul style="list-style-type: none"> • Mortgage Credit Certificate Program (25 certificates) • First-Time Homebuyer Workshops (10 seminars or 2 annually / 150 households attending or 30 households attending annually) • First-Time Homebuyers Program (15 new homeowners) • Inclusionary Zoning Ordinance (25 ownership units)
Reduce housing discrimination	<ul style="list-style-type: none"> • Fair Housing Services (125 inquiries and complaints investigated benefiting 250 persons) • Multifamily Management Assistance Program (100 owners/managers)
HOMELESSNESS NEEDS:	
Priority Objectives	FY 2005-09 Proposed Activities (Targeted Outcomes)
Maintain, improve and expand (as needed) the capacity of housing, shelter and services for homeless individuals and families including integrated healthcare, employment services and other services	<ul style="list-style-type: none"> • Building Futures with Women and Children (1,000 persons) • Davis Street Family Resource Center (20,000 persons)
Maintain and expand activities designed to prevent those currently housed from becoming homeless	<ul style="list-style-type: none"> • Tenant/Landlord Counseling (2,400 persons) • Rental Assistance Program (40 households)

Build on inter-jurisdictional cooperation to achieve housing and homeless needs	<ul style="list-style-type: none"> Support Alameda County Continuum of Care Program (provide partial funding for Continuum of Care administration)
SUPPORTIVE HOUSING NEEDS:	
Priority Objectives	FY 2005-09 Proposed Activities (Targeted Outcomes)
Increase the availability of service-enriched housing for persons with special needs	<ul style="list-style-type: none"> Transitional or Permanent Supportive Housing Production (10 units)
COMMUNITY DEVELOPMENT NEEDS:	
Priority Objectives	FY 2005-09 Proposed Activities (Targeted Outcomes)
Economic Development	<ul style="list-style-type: none"> Provide Small Business Loans (5 loans) Adoption of Neighborhood Strategy/Plan (adopt 1 Neighborhood Strategy/Plan)
Public Services	<ul style="list-style-type: none"> Services for Low-Income Families, Children, Women in Crises, Seniors and Persons with Disabilities (24,050 persons) Adult Literacy (500 persons) <p><i>Note: Fair housing services, Davis Street Resource Center, San Leandro Shelter for Women and Children/Building Futures with Women and Children and tenant/landlord counseling described under "Affordable Housing Needs" and "Homelessness Needs" above are funded under the "Public Services" category.</i></p>
Public Facilities and Improvements	<ul style="list-style-type: none"> New Senior Center Development (1 facility) Wheel Chair Ramps/Curb Cuts Accessibility (40 ramps) Public Facility ADA improvements (2 facilities) Nonprofit facility improvements (2 facilities)

PART I. PRIORITY AFFORDABLE HOUSING NEEDS

Priority: Increase the availability of affordable rental housing for extremely

low, very low, low and moderate-income households

Priority Analysis and Obstacles to Meeting Underserved Needs

The City of San Leandro is a participating jurisdiction in the Alameda County HOME Consortium. The following analysis of the availability of affordable rental housing for low- and moderate-income households, and obstacles to meeting this need, was prepared in part by the Consortium. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of providing affordable rental housing for extremely low, very low, low and moderate-income households.

The need for affordable rental housing in Alameda County has increased dramatically over the past five years. The need far exceeds the supply of affordable rental housing in the Alameda County HOME Consortium. The Alameda County HOME Consortium Housing Needs Analysis indicates that the majority of low-income rental households (earning 80 percent or less of the area's median income) spend more than 30% of their incomes on housing costs.

Affordable housing is in short supply throughout the County. Very high cost housing markets reduce the supply of affordable housing even further. As rents have increased, subsidies in rental assistance programs also have increased, which results in a reduction in the number of persons that can be served in these programs.

The 2000 Census information indicates that there are over 132,000 low-income renters in Alameda County of which 6,363 (or 5%) are in San Leandro. The need for affordable housing is especially acute among extremely low-income renters in the County and in San Leandro who are defined as households earning less than 30% of area median income. About seventy-seven percent (77%) of extremely low-income renters are considered cost burdened, which HUD defines as paying more than 30% of a household's income on housing costs. In particular, seventy-eight percent (78%) of extremely low-income renters in the County and City with large families face cost burdens.

The Alameda County Subsidized Housing Inventory (2001) includes 18,695 rental housing units with long-term affordability and income level restrictions. Despite this, there are over 83,573 low-income renter households in the County and over 4,000 renters in the City who pay more than 30% of their income for rent according to Census 2000. In addition, the majority of the available supply of units in both the County and City are smaller units, more suitable for singles, elderly and smaller households than for larger families. Of the 18,695 total designated subsidized rental units in the County, 8,106 units were designated for family housing, 6,437 units were designated for senior housing, 1,551 were Single Room Occupancy (SRO) units, and 842 units were identified as accessible to people with disabilities (these units often overlap with other types of housing). Classifications were unknown for 1,7597 units. A sizeable portion of the subsidized units in the County face conversion to market-rate rents in the near future. This indicates that very low-income

families are facing an increasing risk of becoming homeless, are doubled up in overcrowded conditions and/or are paying high percentages of their incomes for housing. In addition, the subsidized rental housing developments in the County, and in San Leandro as well, have lengthy waiting lists.

According to the Alameda County Housing Authority (as of February 2005), there are 6,689 Section 8 vouchers in use in the County of which 1,154 (or 17%) are in San Leandro. The County Housing Authority cautions eligible households on the waiting list that the wait may be at a minimum of three years. In 2001, the County Housing Authority received over 12,700 wait list applicants of which 3,500 were selected and placed on wait list through a lottery. In April of 2004, HUD implemented a policy change in how national funding allocation for housing authorities that is budget-based, in contrast to actual market conditions. The result of this policy change has been the termination by many housing authorities to eligible renters, although the County Housing Authority has been able to avoid this negative impact to date. The future consequence of this policy could result in a lack of new housing vouchers and an increase in low income renters needing affordable housing.

Objectives

Increase the number of affordable rental units for extremely low, very low, low and moderate income households through construction of new units, acquisition and rehabilitation of multifamily property and the City's Inclusionary Zoning Ordinance (which the City passed in December 2004). The City will leverage funding from HOME, CDBG, Redevelopment Housing Set-Aside, federal and State low income housing tax credits, tax-exempt bonds, and any other available public or private resource to meet this objective.

Accomplishments

New Construction of Affordable Housing on Opportunity Sites

- Continue to work with private and non-profit developers to create affordable rental housing on opportunity sites using HOME, CDBG, Redevelopment Housing Set-Aside, Low Income Housing Tax Credits, and other federal and State and private funding. The City proposes to build 80 new affordable rental units in the next five years.

Inclusionary Zoning Ordinance

- Requires that developers of new rental and ownership housing City-wide must make at least 15% of the units affordable to low- and moderate-income households. Prior to the adoption of the Inclusionary Zoning (IZ) Ordinance, the City only required developers to set-aside 15% of their new housing units as affordable in the three Redevelopment Project Areas. The City also recently enacted a Density Bonus Ordinance to allow developers an increase in overall unit density if they choose to exceed the 15% minimum affordable housing set-aside requirements. Over the next five years, the City anticipates creating 50 affordable rental units through inclusionary zoning.

Acquisition and Rehabilitation Program

- Continue to work with private and non-profit developers to create affordable rental housing on existing building sites that are not currently used as affordable housing using HOME, CDBG, Redevelopment

Housing Set-Aside, CDBG, Low Income Housing Tax Credits, and other federal and State and private funding. It is estimated that 10 new affordable rental units will be created over the next five years.

Geographic Distribution

All programs listed are available to eligible households throughout the City of San Leandro.

Priority: Preserve existing affordable rental and ownership housing for low and moderate-income households

Priority Analysis and Obstacles to Meeting Underserved Needs

The following analysis of the availability of affordable rental and ownership housing for low- and moderate-income households, and obstacles to meeting this need, was prepared in part by the Consortium. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of providing affordable rental and ownership housing for low- and moderate-income households.

The Alameda County HOME Consortium Housing Market Analysis describes the condition of the Consortium’s housing stock, including the existence of substandard rental and ownership housing. According to the Census 2000, about 36% of the rental housing stock and 1% of ownership (data for ownership housing for extremely low income households was not available) housing in the County were defined as having some substandard housing problems. Similarly, about 34% of the rental housing stock and 2% of ownership (data for ownership housing for extremely low income households was not available) housing in San Leandro were defined as having some substandard housing problems.

The incidence of lead paint hazards in the County’s older housing stock, which poses dangers for young children living in those dwellings, has been documented in the Consortium’s Housing Needs Assessment.

The Housing Needs Assessment also shows that low-income households in the HOME Consortium are highly likely to pay more for housing than they can afford and have other housing-related problems. These housing-related problems include overcrowding of units, substandard plumbing and electrical, inadequate kitchen facilities, low numbers of affordable units and high rents. The affordability problems facing low-income renters in the Consortium were summarized under the previous Priority and more fully discussed in the Housing Needs Assessment Section.

Many low-income homeowners cannot afford the substantial costs involved in rehabilitating their homes. In Alameda County's Owner Rehabilitation Program, the average cost of major rehabilitation projects is \$35,000 - \$45,000 per unit. The program has seen a steady increase in costs in recent years as the cost of building materials and labor increases. Through the Census 2000, there are 62,172 elderly homeowner households in the HOME Consortium area; of those households, approximately fifty percent (50%) are low-income and thirty-two percent (32%) are considered very low to extremely low income. In San Leandro, there are 5,721 elderly homeowner households; of those households, approximately fifty-seven percent (57%) are low-income and thirty-eight percent (38%) are considered very low to extremely low income. The significant rehabilitation needs of the low- and moderate-income owner-occupied stock, particularly those belonging to low income elderly owners, makes programs to preserve that supply a priority.

According to the California Housing Partnership Corporation (as of November 2004), there are thirty-two projects with 2,443 project-based Section 8 or other HUD-financed rental units within Consortium jurisdictions that may face conversion to market-rate rents in the next five years. This indicates that very low-income families are facing an increasing risk of becoming homeless, are doubled up in overcrowded conditions and/or are paying high percentages of their incomes for housing.

Unless action is taken to preserve the affordability of these units, they may convert to market rate housing. Given the large unmet affordability needs in the County, even with the current supply of below market rate rental housing, it is essential that the current supply be preserved.

Objectives

Maintain programs to preserve and improve existing affordable rental and ownership housing for low and moderate-income households. Leverage available funding from HOME, CDBG, Redevelopment Housing Set-Aside, Low Income Housing Tax Credits, and any other available public or private funding sources to meet this objective.

Accomplishments

Single Family Housing Rehabilitation Program

- This program provides low interest (3%) loans up to a maximum of \$35,000 to rehabilitate low income owner-occupied units (includes 1 to 4 unit owner-occupied buildings), correct deficiencies and preserve the ownership housing stock. The program is funded with Redevelopment Housing Set-Aside funds. Approximately 25 low income housing units will be assisted over the next five years.

Minor Home Repair Program

- The City's Minor Home Repair Program provides grants ranging from \$1,000 to \$5,000 for minor home repairs including exterior paint, clean-up, accessibility improvements, seismic retrofit and security locks. Grants through Redevelopment Housing Set-Aside funds are available to very low and low income homeowners. Approximately 200 low income housing units will be assisted over the next five years.

Mobile Home Grant Program

- The Mobile Home Grant Program provides grants from Redevelopment Housing Set-Aside funding for rehabilitation or seismic retrofitting of owner-occupied mobile home units. The maximum grant is \$5,000. The program will assist approximately 25 mobile home units occupied by very low income owners over the next five years.

Apartment Rehabilitation Program

- The program preserves affordable rental units. Using Redevelopment Housing Set-Aside funds, the Agency will provide low-interest loans to property owners in return for the owner maintaining a percentage of their units as affordable for 55 years. It is estimated that approximately 10 rental units will be created over the next five years.

Support Maintenance of Existing Section 8 Assistance Certificates and Vouchers

- Continue to support the Alameda County Housing Authority maintain its existing level of Section 8 housing vouchers in San Leandro (1,154 as of February 2005). The program provides assistance to very low-income tenants through rent subsidies which are paid directly to the landlord.

Geographic Distribution

All programs listed are available to eligible households throughout the City of San Leandro.

Priority: Assist low and moderate income first time homebuyers

Priority Analysis and Obstacles to Meeting Underserved Needs

The Alameda County HOME Consortium prepared in part the following analysis of first time homebuyer needs and obstacles. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of assisting low- and moderate-income first time homebuyers.

The Alameda County HOME Consortium Housing Needs Analysis documented that a sizable proportion of households earning moderate income (80% of median income) spend over 30% of their incomes on housing costs. This is partly due to the long-term trend of Bay Area household incomes not keeping pace with increasing rental and ownership costs. The gap between median incomes and median home prices is sizable. In 2004, the HUD median household income (for a family of four) for Alameda County was \$82,200, while the median home price was \$480,000 (for December 2004 according to DataQuick Information Systems). The median home price (as of December 2004 according to the California Association of Realtors) in San Leandro was \$480,000, which was a 40% increase from the City median home price three years before. The

Housing Needs Analysis showed that a household needs an income of at least \$110,000 to afford the median priced home, in the absence of government-sponsored homebuyer financing assistance programs.

With the high cost of ownership housing, it is very difficult for even moderate-income households to become homeowners. The California Association of Realtors reported that as of December 2004, only 14% of Alameda County households could afford to buy a home in the County which was down from 20% a year ago. Initial downpayment and closing costs, as well as high on-going mortgage and other costs, are significant barriers to homeownership. High rents in the area make accumulation of initial capital needed even more difficult. First-time homebuyers, who do not have the equity windfall from the sale of their previous home, face increasing costs such as high property taxes as a result of the inflated existing home sales prices. Households who might otherwise wish to remain in the County are forced to move to counties with more reasonable costs of living and end up increasing their work commute into the County. The residential migration out of the County reduces the region's economic vitality, adds to the jobs/housing imbalance, increases traffic congestion and exacerbates air pollution. For renter households who remain in the County and are seeking to becoming first time homebuyers, they must compete in a highly expensive and competitive housing market where demand far exceeds supply and face the prospect of homeownership being out of reach.

Objectives

Assist low and moderate income first-time homebuyers through the City's First Time Homebuyer Program (which includes free homebuyer seminars and a low interest second loan program), Inclusionary Zoning Ordinance and referrals of eligible homebuyer to the Alameda County's Mortgage Credit Certificate (MCC) Program.

Accomplishments

First Time Homebuyer Information Seminars

- The City sponsors free homebuyer information seminars to interested first time homebuyers. The City understands that a well informed homebuyer makes a more successful homeowner. The seminar guides new homebuyers through the home buying process from start to finish. The program is funded with Redevelopment Housing Set-Aside funds. Two seminars will be held annually over the next five years with an expectation that 30 households will attend annually.

First Time Home Buyers Program

- The City's First Time Home Buyers Program provides low interest second loans up to \$20,000 to qualified low and moderate income homebuyers. This program is funded with Redevelopment Housing Set-Aside funds. The program will assist approximately 15 low and moderate first time homebuyers in the next five years.

Inclusionary Zoning Ordinance

- The Inclusionary Zoning Ordinance, which the City adopted in December 2004, requires that developers of new rental and ownership housing City-wide must make at least 15% of the units affordable to low- and moderate-income households. Projects with less than six ownership units may be opt to pay an in lieu fee. Over the next five years, the City anticipates creating 25 affordable ownership units through inclusionary zoning.

Mortgage Credit Certificate (MCC) Program

- The City of San Leandro will annually contribute Redevelopment Housing Set-Aside funds toward the administrative costs of the MCC program, which is administered by the County of Alameda HCD Program. The MCC program allows low- and moderate-income homebuyers to deduct 15% of their annual mortgage interest payments on their federal income tax returns. This effectively lowers the dollar amount of their monthly mortgage payments. Approximately 25 certificates are expected to be issued to San Leandro low and moderate income homebuyers during the next five years.

Geographic Distribution

All programs listed are available to eligible households throughout the City of San Leandro.

Priority: Reduce housing discrimination
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Priority Analysis and Obstacles to Meeting Underserved Needs

The following analysis of housing discrimination and obstacles to meeting this need was prepared in part by the HOME Consortium. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of reducing housing discrimination.

The Alameda County HOME Consortium Housing Market Analysis shows that Alameda County is racially and ethnically diverse. According to Census 2000, about half of the population was a racial/ethnic minority. Fair housing services are provided to reduce housing discrimination. These services include housing counseling to tenants and landlords on their legal rights and responsibilities, investigating complaints of housing discrimination, dispute mediation and resolution, and training for realtors and property owners on fair housing laws.

Despite increased knowledge of fair housing law and long-term community efforts, discrimination continues to exist. Discrimination has also become much more subtle. In tight housing markets, investigating complaints is harder due to the rapid speed in which vacancies are filled and the hesitancy of tenants to complain due to fear of losing their housing. It also gives the landlords the ability to pick and choose among prospective tenants, which may lead to increased illegal discrimination.

Objectives

Reduce housing discrimination by continuing to support programs and services that investigate discrimination complaints, counsel landlords and tenants on their legal rights and responsibilities and educate multifamily housing owners and managers about fair housing. Regularly update the City's Fair Housing Analysis to Impediments through audits, reviews and activities aimed at the goal of reducing discrimination.

Accomplishments

Fair Housing/Complaint Investigation Services

- Contract with a qualified and experienced fair housing agency experienced in fair housing law, housing complaint investigation and other related services to address housing discrimination in the City. These services will be funded with CDBG funds and include information and outreach to owners, renters and buyers on their rights and obligations and support services available in the community. It is anticipated that the City will respond to approximately 125 inquiries or complaints over the next five year period and benefit 250 low income persons in San Leandro.

Multifamily Management Assistance Program (MMAP)

- Continue support of the Multifamily Management Assistance Program for owners and managers of rental properties. The MMAP education program is provided in conjunction with the Rental Housing Owners Association of Southern Alameda County (RHO). This program is privately funded and does not receive any City funding. The purpose of the program is to provide technical training and assistance to rental property owners and managers on all aspects of rental property management, including how to prevent housing discrimination. It is anticipated that 100 owners and managers are expected to attend the trainings over the next five years.

Geographic Distribution

All programs listed are available throughout the City of San Leandro.

PART II. PRIORITY HOMELESS NEEDS

Priority: Maintain, improve and expand (as needed) the capacity of housing, shelter and services for homeless individuals and families including integrated healthcare, employment services and other services

Priority Analysis and Obstacles to Meeting Underserved Needs

The Alameda County HOME Consortium prepared, in part, the following analysis of the housing, shelter, transitional and permanent supportive housing needs and obstacles. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of maintaining, improving and expanding the current capacity of the emergency and transitional housing and shelter system while integrating them with needed social services.

The Alameda Countywide Homeless Continuum of Care Council sponsored a survey in 2003 that indicated there were an estimated 6,215 homeless people (63% of whom were in Oakland and Berkeley) within Alameda County on any given night, while an additional 4,205 at-risk homeless people required emergency services. The County estimated that 53% of the homeless were women and 47% were men. Families and adults accompanied by children made up 21% of the homeless surveyed. In addition, the survey noted that there were 1,280 chronically homeless people in the County, which represented 20% of the total homeless population and two times the national average. While services and housing opportunities for homeless people have steadily increased in Alameda County, they have not kept pace with the growth of homelessness.

The Alameda Countywide Homeless Continuum of Care Plan (1997) indicated that 38%-48% of the County's homeless population had alcohol or other drug problems and 22%-42% had moderate to severe mental health problems. There were a high percentage of people who were dually diagnosed with both alcohol/other drug problem and some form of mental illness (19%-40% of total homeless). HIV infection was estimated at 15%-25% of the total homeless adult population. For women, domestic violence was a major cause of homelessness, affecting 22%-60% of homeless women. Veterans make up approximately 34% of the homeless populations (primarily male veterans).

The Continuum of Care Plan also indicated that 49% percent of the shelter beds in the County served families, however the number of beds did not meet the number of homeless who needed them. These beds were distributed across the County in proportion to the homeless population (i.e. most of the beds are in Oakland and Berkeley, with the remaining 35% spread throughout the County).

Many of the shelter beds serve a portion of these subpopulations, however many people are more comfortable and more willing to get services from shelters that target people with their specific needs. Many shelters are unable to deal with the complex needs of some subpopulations, such as those dually diagnosed and those released from prison. Currently beds include shelter beds, supported housing units, and residential treatment beds, in addition to multi-service centers for daytime use. Targeted beds for people

with one or more special needs or disabilities are needed outside of Berkeley, Oakland and Hayward. However, creating new capacity will not result in a net increase if, at the same time, beds are being lost elsewhere in the County.

Homeless and low income people are at greater risk for developing nutrition-related diseases, including diabetes, cancer, and heart disease. Homeless people with one disability are also at greater risk for developing other disabilities. Many homeless people are dually or triply diagnosed with physical health, mental health and alcohol and drug (AOD) problems. They typically receive health treatment through the public system of care, and only when their needs become acute, requiring expensive treatment. Improving the delivery of health services will reduce the numbers of people who continue to cycle through periods of homelessness and reduce the high costs of acute medical, in-patient substance abuse, and psychiatric treatment.

In order to compete in today's evolving job market; many homeless people need job training or retaining, followed by placement into "living wage" jobs. Due to their unique circumstances, training and placement for homeless people must also be matched by basic services such as appropriate clothing and literacy training, as well as intensive services such as transportation, child care, on-going job mentorship, counseling and substance abuse treatment. Homeless families not only need job assistance for the adult wage earner(s) but for other family members as the household transitions to work and its demands.

Alameda County annually submits a Consolidated Application in response to HUD's annual Continuum of Care SuperNOFA. In partnership with Cities of Berkeley and Oakland, Alameda County convenes a process to involve the community in identifying needs and establishing priorities for submission of the application. The process works in concert with the Continuum of Care Plan and the Multi-Plan, which are used as reference tools throughout the process.

The Continuum of Care Super NOFA has been a crucial funding source for growing and maintaining the permanent and transitional housing for homeless in Alameda County. It has provided funding for some of Alameda County's most successful homeless projects. However, the amount of renewals in Alameda County has exceeded our funding allocation and does not allow room for expansion of the transitional and permanent housing system.

SHP renewals will have a major impact on the ability of the Continuum of Care to maintain the existing homeless services. In Alameda County, it is projected that SHP allocations for the next several years will amount to about half of what is needed to renew existing homeless services provider grants. Because of this, the community is continuing to redesign the Continuum of Care for Alameda County. The Multi-Plan will include increased efforts to diversify funding sources for homeless providers; collaborating, combining and/or downsizing providers while maintaining a semblance of a Continuum of Care structure; and mainstreaming services provided into the broader community. All of this will create a challenge for homeless service providers to maintain a level of service in the face of declining resources.

Objectives

Continue to support, enhance and expand (as needed) emergency and transitional housing facilities, programs and supportive services (e.g. healthcare, employment assistance) for homeless individuals and families. Activities will be funded using CDBG, HOME and Redevelopment Housing Set-Aside funds, and any other available public financing resources.

Accomplishments

San Leandro Shelter for Women and Children

- Continue to contribute CDBG funds toward operations of this emergency shelter in San Leandro that also provides food and supportive services for homeless women and children, many of whom are victims of domestic abuse, and is owned and operated by a nonprofit, Building Futures with Women and Children. The shelter will provide assistance to 1,000 low income women and children over the next five-year period.

Davis Street Family Resource Center

- Continue to provide operational funds through CDBG funds to the Davis Street Family Resource Center, which provides childcare, emergency food, emergency motel vouchers, clothing, medical care and other services to families and individuals in need and is located in San Leandro. The Davis Street Family Resource Center will assist approximately 20,000 persons over the next five years.

Geographic Distribution

All programs listed are available to residents of the City of San Leandro.

Priority: Maintain and expand activities designed to prevent those currently housed from becoming homeless

Priority Analysis and Obstacles to Meeting Underserved Needs

The following analysis of the homeless prevention needs and obstacles was prepared in part by the Alameda County HOME Consortium. As a Consortium member, the City of San Leandro subscribes to this priority and has proposed activities that meet the objective of increasing activities designed to prevent those currently housed from becoming homeless.

For most people, housing is typically the largest expense in the household budget. Federal, State, and local housing programs frequently require that low-income households should pay no more than 30% of their gross income towards housing costs. The National Low Income Housing Coalition (NLHC) found that to afford the median fair market rent for a two bed-room unit in Alameda County would require a job that paid \$27.31 per hour at 40 hours per week. The State minimum wage is \$6.75, while the federal minimum wage has been \$5.15 per hour since 1997. NLHC also noted that the County was one of the ten least affordable counties in the United States. The more housing costs rise, the less disposable income low-income

households have for other necessities, including food, health care, and education. Most low-income families live from paycheck to paycheck and are only one a paycheck away from losing their current housing.

Even when housing is available and a household can afford the rent payment, there are barriers which make it difficult for the household to obtain and maintain the housing. The move-in costs of first and last month's rent and security deposit are a large barrier to low-income households who have difficulty making ends meet at the end of the month. Any crisis such as job loss, health emergency, alcohol or drug (AOD) problems can cause the household to begin the spiral into homelessness.

Rental assistance programs are part of the Urban County's efforts to keep individuals and families in housing. Most of these rental subsidies are directed specifically at populations with disabilities who tend to be more at risk than other populations of losing their housing. HCD is funded directly by HUD for Project Independence, a Housing Opportunities for Persons with AIDS (HOPWA) Special Project of National Significance which provides shallow rental assistance and accessibility modifications to people living with HIV/AIDS throughout Alameda County.

Prevention activities need to be expanded in programs that provide short-term rental assistance, rental guarantees, move-in costs, and long term rental assistance such as Section 8 to homeless and very low income people. It is usually less expensive to prevent someone from becoming homeless than to help them once homeless and far less disruptive to the family.

Most of the programs providing rental subsidies provide support services that deal with issues such as addiction, depression, health problems and unstable employment that also can lead to the loss of housing.

Objectives

Continue to support public service agencies that assist people and households who are at risk of becoming homeless.

Accomplishments

Tenant/Landlord Counseling

- Use CDBG funds to contract with a qualified service provider for tenant/landlord counseling services, which shall include information and outreach to San Leandro tenants and rental property owners and managers on their legal rights and responsibilities, mediation services, and information and referral on housing law issues in order to prevent unlawful evictions or illegal tenant actions. It is estimated that the City will be able to provide counseling for 2,400 persons over the next five years.

Rental Assistance Program (RAP)

- Continue to use City funds to contract with ECHO Housing for its Rental Assistance Program (RAP). The program assists residents with move-in costs or delinquent rent due to a temporary financial

setback. RAP assists by arranging a guaranteed repayment contract between the tenant and the landlord. Approximately 40 households will be assisted over the next five years.

Geographic Distribution

All programs listed are available to residents of the City of San Leandro.

<p>Priority: Build on inter-jurisdictional cooperation to achieve housing and homeless needs</p>

Priority Analysis and Obstacles to Meeting Underserved Needs

Alameda County excels in interjurisdictional cooperation and coordination of services to the homeless. There has been coordination around homelessness since 1987, both in terms of planning and the provision of targeted housing and services. The Emergency Services Network, the Homeless Base Closure Collaborative and the Continuum of Care process have led to a strong system of services and coordination. The Alameda County-wide Homeless Continuum of Care Working Group was formed in 1995 to develop the County-wide Continuum of Care Plan.

The Continuum of Care Council continues to be guided by the *County-wide Homeless Continuum of Care Plan* that was completed in 1997 and is currently being updated (to be completed in July 2005). The Plan identified gaps in the current service delivery system and is intended to link homeless policies and plans in each of the three HOME jurisdictions in Alameda County: Berkeley, Oakland and the Alameda County HOME Consortium. A comprehensive, year-long community-wide process of identifying and prioritizing continuum-wide goals and outcomes culminated in the creation of a Continuum of Care Council Workplan in March 2001. This Workplan has guided the activities of all the Continuum of Care Council's committees and has led to the creation of Consumer Rights Standards, assessment and implantation of Health, Safety, and Accessibility Standards for shelters, and advocacy for retaining and expanding critical support services and housing.

The Council is in the process of implementing a Homeless Management Information System (HMIS) and Standards of Service in Alameda County. A comprehensive HMIS for homeless service providers is being developed and implemented to obtain an unduplicated count of demographics and needs of homeless individuals and families in Alameda County. The HMIS systems will allow better tracking and shared information on individuals while they are in the housing system. This will prevent duplication of services to clients and allow the client to get the assistance they need depending on where they stand in the continuum. The additional administrative costs of supporting this HMIS, which is called InHouse in the County, database system will be prorated among HOME Consortium members involved with the Continuum of Care beginning in FY 2005-06.

Objectives

To build on existing interjurisdictional cooperation to achieve housing and homeless needs throughout Alameda County.

Accomplishments

Continuum of Care Support

- Provide the City's share of CDBG funding to the Alameda County Continuum of Care administration costs that support the development of funding resources for homeless providers on behalf of San Leandro and other cities in the County participating in the Continuum of Care collaborative.

Geographic Distribution

The Continuum of Care system will provide assistance to all residents of San Leandro and other participating jurisdictions.

PART III . PRIORITY SUPPORTIVE HOUSING NEEDS

Priority: Increase the availability of service-enriched housing for persons with special needs

Priority Analysis and Obstacles to Meeting Underserved Needs

Low income persons and families with special needs, including the elderly, frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or other drug problems, and victims of domestic violence need housing with support services. Within the HOME Consortium there is a critical need to increase the amount of housing with supportive services to meet a variety of special needs. Supportive housing can increase life expectancy and quality of life for persons with special needs. For many, it can be the key to preventing or permanently ending homelessness.

Each special need population requires different levels of service and support. Persons with acute disabilities, such as end-stage AIDS or severe mental illness may require a high level of service available on site. Less vulnerable populations may need fewer services at their residence, but may require access services in the broader community. Services often associated with supportive housing include case management, alcohol and drug counseling, health and mental health care, money management and childcare.

The California Department of Rehabilitation estimates that 3% of the total populations have disabilities which affect their housing requirements to a significant degree, forcing the disabled to live near medical facilities, live in specially designed homes, or live in congregate housing. Many have difficulty obtaining housing when vacancy rates are low and housing is unaffordable. Most affordable housing does not have accessibility to accommodate a physically disabled person. Education of landlords and disabled tenants regarding reasonable accommodations is sporadic. The landlords misunderstanding of the needs of the disabled tenants often leads to eviction proceedings rendering the disabled person homeless and with a poor tenant history making future rental opportunities more difficult.

Although services for people with identified special needs are the most critical, more limited service enriching housing can be beneficial to lower-income populations which do not have special needs. Each of us has a range of service needs, such as childcare, health care, and advice about financial matters and educational opportunities. People with adequate resources are able to purchase these services in the community. Those who lack these resources benefit from affordable housing with services which can help stabilize individuals and families and also serve as a community base through which services can be provided.

Objectives

Continue to support organizations and agencies that provide service-enriched housing for persons with special needs.

Accomplishments

Transitional or Permanent Supportive Housing Production

- Provide funding assistance for transitional or permanent supportive housing that serve San Leandro residents with special needs. CDBG, HOME, Redevelopment Housing Set-Aside, federal and State low income housing tax credits, HUD Section 202 or 818 funds, or any other available public or private funding can be used to assist any feasible and viable projects. The City shall support projects based on need and funding availability. The City hopes to assist in the production of 10 new affordable units of special needs housing in the next five years.

Geographic Distribution

All programs listed will be available to eligible households throughout the City of San Leandro.

PART IV. PRIORITY COMMUNITY DEVELOPMENT (Non - Housing) NEEDS

Priority: Community Development Need – Economic Development

During the last five years, the City focused efforts on neighborhood commercial revitalization strategies that included the use of CDBG funds for its three Redevelopment Project Areas to help meet the needs of the businesses and neighborhoods in them. Some of the CDBG-funded commercial revitalization activities included commercial design and façade improvement assistance to eligible businesses, and rehabilitation of the Manor Farnsworth Shopping Center.

In recent years, though, the City has begun primarily using its Redevelopment funds for economic development activities. While the City intends to continue relying mainly on Redevelopment funds for business revitalization over the next five years, it hopes to use some CDBG funds, depending on availability and need, for related activities such as loans to eligible small businesses and neighborhood commercial development planning.

Obstacles

Potential decreases in future CDBG funding, which HUD has proposed beginning in FY 2006-07, or Redevelopment funds would be an obstacle to the City's ability to fund any eligible economic development projects.

Short and Long Term Objectives

CDBG and Redevelopment funds will be leveraged with private and other public funding sources to enhance economic revitalization opportunities in the City over the next five years.

Accomplishments

The City anticipates funding the following types of projects CDBG funds, based on need and funding availability:

- Provide five (5) small business loans to assist new or existing firms or companies over the next five years provide economic growth or opportunities in the City
- Adopt a Neighborhood Strategy/Plan for an economically distressed or historically underutilized area of the City

Geographic Distribution

Economic development funding through the CDBG Program will be made available to eligible business and for distressed, low income neighborhoods in the City.

Priority: Community Development Need - Public Services

The City of San Leandro supports a wide variety of non-profit agencies which provide needed services in the community. CDBG funds are combined with City Community Assistance (which is funded from General Funds) resources to provide public service grants to non-profit agencies serving the San Leandro community. The City has traditionally allocated between 10-15% of annual CDBG funds to support public services. In addition, CDBG funds are also made available for capital improvement and rehabilitation of facilities projects that are related to the provision of public services.

Applications for Community Assistance and Capital Improvement Project (CIP) funds are reviewed by the Human Resources Commission for need and benefit to the community. Assistance is provided to agencies based outside of the City provided that they meet a significant regional need and serve San Leandro residents.

Obstacles

Potential decreases in CDBG funding and City General Funds would inhibit the City's ability to fund eligible public service projects.

Short and Long Term Objectives

The City anticipates continued support of public services through the General Fund and the CDBG program over the next five years. The City will continue seeking to commit 10% to 15% of its annual CDBG allocation toward public services.

Accomplishments

The City anticipates providing CDBG and/or City funds to qualified nonprofit agencies, City programs, and other eligible service organizations during the next five years. The types of assistance receiving funding include:

- Services for low income families, children, women in crises, seniors, and persons with disabilities. The City proposes to assist 24,050 persons in the next five years.
- Adult literacy. The City proposes to assist approximately 500 persons over the next five years.

Note: The City has also proposed accomplishments for other public services that were previously described under the Affordable Housing and Homelessness Needs: fair housing services, San Leandro Shelter for Women and Children, Davis Street Family Resource Center, tenant/landlord counseling, and the Rental Assistance Program.

Geographic Distribution

The majority of agencies funded are located in San Leandro and services are based on need and/or eligibility. Agencies located in adjacent cities may also receive funding provided that they meet a significant regional need and serve San Leandro residents.

Priority Community Development Need- Public Facilities and Improvements

The City of San Leandro has utilized CDBG funds for capital improvement projects initiated by the City as well as by local non-profit agencies. Over the past five years, CDBG funds have been used for building and infrastructure improvements in eligible areas, accessibility upgrades to local parks and their facilities, and facility improvements to non-profit agencies serving the community. Specific examples of CDBG-funded capital improvement activities over the last five years include Chabot Park Americans with Disabilities Act (ADA) improvements, sidewalk wheelchair ramp/curb cut installations, improvements to Memorial and Bonaire Parks, funding for a new senior center, facility improvements for public service facilities such as the San Leandro Shelter for Women and Children, Community Resources for Independent Living (CRIL), and Deaf Counseling, Advocacy and Referral Agency (DCARA).

A high priority for the City in the next five years will be to complete the development of a new senior center that was initially funded through the CDBG Program in FY 2004-05. The City plans to use any additional CDBG funds for other City initiated and non-profit capital improvement projects. Potential decreases in CDBG funding or City General Funds would serve as a major obstacle to the City's ability to fund any of its eligible public facility improvement projects over the next five years.

Obstacles

Potential decreases in CDBG funding or City General Funds would inhibit the City's ability to fund eligible public service projects.

Short and Long Term Objectives

The City will use CDBG during the following five year period to assist City-initiated and local nonprofit agency capital improvement projects. In the short-term, the senior center remains a high priority for the City.

CDBG funding will continue to be provided to nonprofit public service agencies on a need and case-by-case basis through the annual allocation process.

Accomplishments

During the next five years, the types of activities funded are likely to include the following:

- Acquire property and complete design and construction of a new senior center
- Install 40 accessible wheelchair ramps/curb cuts
- Complete ADA improvements to two (2) public facilities
- Assist two (2) nonprofit social service agencies serving San Leandro residents with facility improvements

PART V. OTHER ACTIONS

BARRIERS TO AFFORDABLE HOUSING

Funding

HUD's proposed budget for FY 2006-07 shows a transfer of the CDBG Program to the Department of Commerce and a significant funding reduction for the program. Presently, there appears to be considerable uncertainty about the future viability and existence of the CDBG Program. However, the City of San Leandro will make every effort to apply any available CDBG towards affordable housing and community development programs and projects over the next five year period. Furthermore, the City will also seek to maximize use of its available HOME and Redevelopment Housing Set-Aside funds towards affordable housing activities over the next five years as well.

Land Costs

New construction and acquisition/rehabilitation of housing will be impacted by the high cost of land in the Bay Area. The viability and feasibility of future City assisted affordable housing developments may depend on the reasonableness of the land acquisition costs. The City will conduct financial feasibility analyses on a project by project basis to ensure it is not over-subsidizing affordable housing developers for any land purchase. Also, the City will continue to work with owners of existing rental units to provide financing in exchange for affordability covenants.

The high cost of buying a home in the Bay Area has made it difficult for first time homebuyers to become homeowners. Through funding for affordable ownership housing developments, the City's First Time Homebuyer Program and referrals to the variety of existing public downpayment or financial assistance programs, the City will seek to help low and moderate income new homebuyers.

Construction Costs

In addition to high land costs, the rising cost of construction can also negatively affect the development of affordable housing construction and rehabilitation. In addition to undertaking financial feasibility analyses on a project by project basis to ensure that the City is not over-subsidizing development costs for affordable housing developer, the City will continue to work with them as well through design, planning and financing review and recommendations to reduce increased construction costs.

Local Policies/Regulations

The City approved an Inclusionary Zoning Ordinance in December 2004 that required developers to set aside 15% of their new ownership or rental housing units for low and moderate income households. Because the policy is still new, it is too early to assess its effectiveness. However, the City will monitor the progress of its inclusionary zoning requirement and assess, if necessary, over the next five years how it can be improved through coordination with developer input. The City will also continue to assess its existing development regulations and standards to ensure they are not barriers to housing development.

LEAD-BASED PAINT HAZARD REDUCTION

The City's Single Family Rehabilitation Program, which includes low interest loans and minor home repair grants, for eligible low income homeowners, is now funded solely with Redevelopment Housing Set-Aside

funds. Despite no longer using federal CDBG dollars, the Residential Rehabilitation Program includes lead-based paint awareness and information literature in each application packet. Testing is always performed on homes when there are children ages seven years old and under living in them. The City utilizes lead abatement contractors in addition to general contractors when appropriate to perform the necessary repairs.

If the City uses its HOME funds for acquisition and rehabilitation of apartments for preservation or maintenance of affordable housing, it will inform tenants of lead based paint and comply with the applicable HUD lead based paint hazard reduction guidelines and regulations.

ANTI-POVERTY STRATEGY

The City of San Leandro is committed to funding social services agencies that assist low-income households achieve economic independence. The City supports the Job Preparation and Placement Program (formerly the San Leandro Works! Program), a unique community effort and network of resources assisting eligible CalWorks participants transition from welfare to self-sufficiency. This program is administered by the Davis Street Family Resource Center, which annually receives CDBG funding from the City.

The Job Preparation and Placement Program targets eligible CalWorks families living in San Leandro. The program provides job-related services such as workshops on resume writing, interview skills, job search strategies and job placement to help ensure a successful transition to independence for participants. Once participants are ready to interview, the San Leandro Chamber of Commerce Business Network further evaluates job candidates and provides positive match-ups for interview with East Bay employers.

It is anticipated that CDBG and the City's Community Assistance funds will continue to support nonprofit agencies that provide job assistance and related services to low-income members of the community. In recent years, several nonprofit agencies such as Davis Street Family Resource Center, Community Resources for Independent Living (CRIL), and the San Leandro Shelter for Women and Children have provided job support and related services to families, disabled persons, and women with children who are homeless and/or in transition. Through its annual CDBG funding of Project Literacy, an adult literacy program administered by the City Library, the City hopes to assist adults in learning to read for their own enjoyment, but also to enhance their job skills and employment opportunities.

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

INSTITUTIONAL STRUCTURE

Public agencies, for-profit and non-profit private organizations all play a part in the provision of affordable housing, social services, capital improvements and economic development. The City's Housing Services Division has the primary responsibility for implementation and monitoring of the Consolidated Plan, Housing Element and Housing Strategy, which all guide the City's present and future housing plans. The Division works closely with the Redevelopment Agency (Office of Business Development) in the implementation of housing projects and programs. Non-profit agencies also provide social services to the community each year.

The Alameda County Housing and Community Development (HCD) Department is the lead agency in the implementation of the HOME Consortium's Consolidated Plan. HCD also administers the HOME Program for the HOME Consortium members, HUD homeless programs (including the Continuum of Care Council), and the Mortgage Credit Certificate (MCC) Program for homeownership. The City and other cities in the County take part in each of the HCD activities described above.

PUBLIC HOUSING RESIDENT INITIATIVES

There is no public housing in the City of San Leandro.

PART VI. COORDINATION EFFORTS

The City of San Leandro will continue to coordinate available CDBG, HOME, Redevelopment, General Funds and other public or private resources to provide housing programs, public service assistance, capital improvements, and economic development activities for eligible residents and neighborhoods during the next five years.

Housing

Housing related activities will be coordinated between various City divisions, including Redevelopment, Planning and CDBG. The City will also coordinate with Alameda County, County HOME Consortium member cities, non-profit agencies and private developers to address housing needs.

The City will also work with the County to administer HOME funds for affordable housing rehabilitation or new construction projects. The City will continue to contract for housing services such as fair housing and tenant/landlord counseling. The Redevelopment Agency and CDBG staff will continue to work closely with local nonprofit agencies, the County and other HOME Consortium members to identify permanent

affordable, emergency and transitional housing needs (along with necessary supportive services) for the homeless and/or persons with special needs.

The Alameda County HOME Consortium approved several performance measures for its member cities to use for any future HOME-funded projects based on HUD examples (see Exhibit B). HUD does not require, but has encouraged, communities to apply performance measures to their Consolidated Plan approved activities and projects. For non-housing Community Development Needs (e.g., public services), the HOME Consortium cities will determine their own performance measures if they do not have any in place. However, the City will continue to use performance measures that it had previously established for nonprofits and public agencies that are jointly funded with City General Funds and CDBG monies and serve San Leandro residents.

Public Services and Public Facilities

Public Services will be supported by both the CDBG and the City Community Assistance funds (via General Funds). Efforts will continue to include the Human Resources Commission and nonprofit agency directors/members to further improve and evaluate the needs assessment and funding process. CDBG funds are expected to be made available for nonprofit and City-initiated capital improvement projects. Nonprofit improvements will be coordinated within the Planning, Building & Safety Services, Engineering and Transportation Departments, and the City Council.

Economic Development

Commercial revitalization efforts will continue through the City's Office of Business Development (OBD) staff. Staff works closely with CDBG staff, local business organizations (such as the Chamber of Commerce and Downtown Business Association), surrounding communities, and various other economic development organizations to better address and determine the City's future economic and job needs.

EXHIBITS

Exhibit A

Summary of Five Year Strategic Plan Public Meetings (January 15, 19 and 27, 2005)

**FY 2005-09 Five Year Strategic Plan
Summary of Public Comments**

Community meetings to receive public input prior to the City's preparation of the draft Five-Year HUD Consolidated Plan were conducted on January 15 (at the Halcyon Park building), January 19 (at the Main Library), and January 27 (at the Marina Community Center). Participants ranked housing and community development needs and objectives at these meetings. Participants at each of the meetings were asked to evaluate the housing and community development objectives under four housing and community development priority need categories (Housing, Homelessness, Supportive Housing, and Non-Housing Community Development) using a "High," "Medium," and "Low" ranking. High meant that the City should fund the objective with available federal Community Development Block Grant (CDBG) and HOME funds, Medium meant the City should fund the objective if additional CDBG and HOME funds were to become available, and Low meant that the City should not fund the objective.

The table below shows the tabulated summary of priority needs and objectives from the three community meetings. There were some instances where no consensus on a priority could be reached so a range of rankings are shown (e.g. high-medium, medium-low).

Regarding the Housing Priority, participants generally felt that making rental and ownership housing opportunities available to low-income households was a high priority, but more of a medium priority for moderate-income households. Regarding Homelessness Priority Needs, there was agreement at each community meeting for the City to provide supportive housing for homeless individuals and families. People felt strongly as well that the City should continue to make supportive housing for non-homeless people (e.g. persons with disabilities) a high priority. Regarding non-housing Community Development Needs, participants ranked senior facilities and services, childcare facilities and services, and public services as high; followed by parks and recreation facilities, community centers, crime prevention, and accessibility improvements.

There were many comments brought up during discussions at each meeting regarding housing and community developments. Below is a list of the notable ones:

- Assist extremely low-income households when preserving existing affordable rental housing.
- Many homeless are living in San Leandro Creek. San Leandro needs a Fuller Gardens supportive housing model for them.
- Panhandling in the Plaza seems to be worse. Oakland's homeless are coming into San Leandro. City needs to work with Oakland to address this issue. A greater police presence is needed in the Plaza, particularly for the businesses and senior customers.
- Help homeless with employment opportunities.
- Need a drop-in center for homeless to receive phone messages and mail.
- There are more shelters for women and children than single men.
- Need more recreational options for at-risk teens in low-income housing complexes as well as social services for single mothers.
- Aging in place is a concern for the senior population, therefore housing rehab is important.
- City should re-assess its down-payment assistance program to first-time homebuyers since it has not been actively used in recent years.

		Halcyon Building January 15	Library Karp Room January 19	Wicks Avenue January 27	Summary Rating
PRIORITY NEED: HOUSING					
Increase AVAILABILITY of affordable rental housing					
	Ex Lo	H	H	H	H
	Low	H	H	M-H	H - M
	Mod	M	M	M	M
Preserve EXISTING affordable rental housing					
	Low	H	H	H	H
	Mod	H	M	H	H-M
Preserve EXISTING ownership					
	Low	H	H	H	H
	Mod	H	H	H	H
Assist First Time Homebuyers					
	Low	H	H	H-M	H-M
	Mod	H	M	L	H-M-L
Reduce housing discrimination					
		H	H	H	H
PRIORITY NEED: HOMELESSNESS					
Maintain, improve and expand the capacity of housing, shelter, and services including integrated healthcare services, employment services, and other services					
		H	H	H	H
Maintain and expand activities designed to prevent those currently housed from becoming homeless					
		H	H	H	H
Build on inter-jurisdictional cooperation to achieve housing and homeless needs					
		H	H	H	H
PRIORITY NEED: SUPPORTIVE HOUSING					
Increase the availability of service-enriched housing for persons with special needs					
		H	H	H	H
PRIORITY NEED: COMMUNITY DEVELOPMENT					
Senior facilities and services					
		H	H	H	H
Parks and recreation facilities					
		M	H	H	H-M
Neighborhood facilities					
		M	H	H	H-M
Child care facilities and services					
		H	H	H	H
Crime awareness (prevention)					
		M	H	H	H-M
Accessibility needs					
		M	H	H	H-M
Infrastructure improvements					
		M	L	M-L	M-L
Economic development					
		M	L	M	M-L
Public services					
		H	H	H	H

Exhibit B

Proposed Performance Measures for FY 2005-09 HOME-Funded Activities

Proposed Performance Measures for FY 2005-09 HOME-Funded Activities

<u>FY 2005-2009 Con Plan Priority:</u>	<u>Performance Measures (as adopted by HOME TAC on 1/20/05)</u>
<u>Priority: Housing Needs</u>	<u>Performance Measures</u>
1. Increase the availability of affordable rental housing for extremely low income, low income and moderate income households.	1. Number of unit years of affordability in rental projects, based on the investment of HOME dollars.
2. Preserve existing affordable rental housing and ownership for low income and moderate income households.	1. Reduction in derelict properties and other blighting influences as a result of code enforcement, acquisition, demolition or rehabilitation. 2. Decrease in number of children with elevated blood lead levels. 3. Number and/or percentage of housing units assisted that have eliminated at least one significant health and safety deficiency as a result of housing rehabilitation, defined by local codes.
3. Assist low and moderate income first-time homebuyers.	1. Percent increase in the homeownership rate in targeted neighborhoods or in the community overall.
4. Reduce housing Discrimination	
<u>Priority: Homeless Needs</u>	<u>Performance Measures</u>
1. Maintain, improve and expand (as needed) the capacity of housing, shelter and services for homeless individuals and families including integrated healthcare, employment services and other services.	1. On an annual basis see a decrease in the number of chronically homeless individuals in the community.
2. Maintain and expand activities designed to prevent those currently housed from becoming homeless.	
3. Build on inter-jurisdictional cooperation to achieve housing and homeless needs.	
<u>Priority: Supportive Housing Needs</u>	<u>Performance Measures</u>
1. Increase the availability of service-enriched housing for persons with special needs.	1. Maintain the percentage of HOPWA clients who are able to maintain housing stability, avoid homelessness, and access care.

Exhibit C

Priority Needs Tables

INFORMATION TO BE PROVIDED BY ALAMEDA COUNTY HOME CONSORTIUM

Housing and Community Development Strategic Plan – FY 2005-09

City of San Leandro

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Table 1A
Homeless and Special Needs Populations

Continuum of Care: Housing Gap Analysis Chart

		Current Inventory	Under Development	Unmet Need/ Gap
Individuals				
Example	Emergency Shelter	100	40	26
Beds	Emergency Shelter			
	Transitional Housing			
	Permanent Supportive Housing			
	Total			
Persons in Families With Children				
Beds	Emergency Shelter			
	Transitional Housing			
	Permanent Supportive Housing			
	Total			

Continuum of Care: Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Example:	75 (A)	125 (A)	105 (N)	305
1. Homeless Individuals				
2. Homeless Families with Children				
2a. Persons in Homeless Families with Children				
Total (lines 1 + 2a)				
Part 2: Homeless Subpopulations	Sheltered		Unsheltered	Total
1. Chronically Homeless				
2. Seriously Mentally Ill				
3. Chronic Substance Abuse				
4. Veterans				
5. Persons with HIV/AIDS				
6. Victims of Domestic Violence				
7. Youth				

INFORMATION TO BE PROVIDED BY ALAMEDA COUNTY HOME CONSORTIUM

Table 1B: Special Needs (Non-Homeless) Populations

SPECIAL NEEDS SUBPOPULATIONS	Priority Need Level High, Medium, Low, No Such Need	Unmet Need	Dollars to Address Unmet Need	Goals
Elderly				
Frail Elderly				
Severe Mental Illness				
Developmentally Disabled				
Physically Disabled				
Persons w/ Alcohol/Other Drug Addictions				
Persons w/HIV/AIDS				
Other				
TOTAL				

INFORMATION TO BE PROVIDED BY ALAMEDA COUNTY HOME CONSORTIUM

Table 2A: Housing Needs

PRIORITY HOUSING NEEDS (households)		Priority Need Level High, Medium, Low		Unmet Need	Goals
Renter	Small Related	0-30%			
		31-50%			
		51-80%			
	Large Related	0-30%			
		31-50%			
		51-80%			
	Elderly	0-30%			
		31-50%			
		51-80%			
	All Other	0-30%			
		31-50%			
		51-80%			
Owner	0-30%				
	31-50%				
	51-80%				
Special Needs		0-80%			
Total Goals					
Total 215 Goals					
Total 215 Renter Goals					
Total 215 Owner Goals					

Table 2B: Community Needs

PRIORITY COMMUNITY DEVELOPMENT NEEDS	Priority Need Level High, Medium, Low, No Such Need	Dollars to Address Unmet Priority Need	Goals
PUBLIC FACILITY NEEDS (projects)			
Senior Centers	H	\$2,000,000	1
Handicapped Centers			
Homeless Facilities			
Youth Centers			
Child Care Centers			
Health Facilities			
Neighborhood Facilities			
Parks and/or Recreation Facilities			
Parking Facilities			
Non-Residential Historic Preservation			
Other Public Facility Needs	H	\$100,000	2
Social Service Nonprofit Facility Improvements			
INFRASTRUCTURE (projects)			
Water/Sewer Improvements			
Street Improvements			
Sidewalks			
Solid Waste Disposal Improvements			
Flood Drain Improvements			
Other Infrastructure Needs: Public Facility ADA Improvements/Curb Cuts	H-M	\$500,000 / \$250,000	2 / 40
PUBLIC SERVICE NEEDS (people)			
Senior Services			
Handicapped Services			
Youth Services			
Child Care Services			

Transportation Services			
Substance Abuse Services			
Employment Training			
Health Services			
Lead Hazard Screening			
Crime Awareness			
Other Public Service Needs	H	\$800,000	10,000
ECONOMIC DEVELOPMENT			
ED Assistance to For Profits(businesses)			
ED Technical Assistance(businesses)			
Micro-Enterprise Assistance(businesses)			
Rehab; Publicly- or Privately-Owned Commercial/Industrial (projects)	M-L	\$50,000	5 loans
C/I* Infrastructure Development (projects)			
Other C/I* Improvements(projects)			
PLANNING			
Planning	M-L	\$20,000	1
TOTAL ESTIMATED DOLLARS NEEDED:		\$3,620,000	