

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The Strategic Plan discusses the priority housing and community development needs of Contra Costa County as a whole and establishes objectives intended to meet those needs as well as strategies to implement the objectives.

Priority needs have been determined as the result of the needs assessment process. Assessment consisted of an analysis of the community setting including housing and population characteristics, consultations, public workshops, and an online survey.

Priority needs have been grouped into four major categories: Housing, Homeless, Non-housing Community Development, and Administration. Housing needs are further divided into affordable housing and special needs housing. Non-housing Community Development is divided into public services, economic development, and infrastructure/public facilities. Administration refers to the general administration of the CDBG, HOME, and ESG Programs.

## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 49 - Geographic Priority Areas

<b>1</b>	<b>Area Name:</b>	Contra Costa County
	<b>Area Type:</b>	Countywide
	<b>Other Target Area Description:</b>	Countywide
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	

### General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The Contra Costa County HOME Consortium area is comprised of the unincorporated areas and incorporated cities/towns of the County, with the exception of the City of Richmond. The City of Richmond receives its own allocation of HOME Program funds from HUD and therefore is not part of the Contra Costa County HOME Consortium area. In terms of geographic distribution of investment of HOME funds, HOME housing activities will go towards all eligible areas of the HOME Consortium area to benefit low-income households.

Contra Costa County also receives an allocation of CDBG funds from HUD to benefit residents of the Urban County. The Urban County area is comprised of all the unincorporated areas and incorporated cities/towns of the County, minus the Cities of Antioch, Concord, Pittsburg, Richmond, and Walnut Creek. These five cities receive their own allocation of CDBG funds from HUD and therefore are not part of the Urban County area. In terms of specific geographic distribution of investments, infrastructure improvements and public facilities will be focused primarily in areas with concentrations of low- to

moderate-income populations within the Urban County area. Maps 1 through 5 in Appendix G illustrate the low- to moderate-income areas in the Urban County and the other HOME Consortium jurisdictions (defined as a block group where at least 41.2 percent of the population has income not exceeding 80 percent of the AMI). Investments in CDBG housing activities may occur in any Urban County area. Investments in public facilities and services serving special needs populations and primarily low and moderate income persons will be made throughout Contra Cost County as long as the facility and/or service is benefiting a reasonable percentage of residents that reside in the Urban County area.

Contra Costa County also receives an allocation of ESG funds from HUD. The ESG area for the County is the Urban County area (similar to the County's CDBG Urban County area explained above) . In terms of geographic investment of ESG funds, ESG funds will be distributed throughout the Urban County to provide assistance to the homeless population or those at risk of becoming homeless who are within the Urban County area of Contra Costa County.

Contra Costa County is also a sub-grantee to the City of Oakland (Alameda County) for the HOPWA program. Contra Costa County's HOPWA area is the entire unincorporated areas and incorporated cities/towns of the County.

## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 50 – Priority Needs Summary

<b>1</b>	<b>Priority Need Name</b>	Affordable Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with HIV/AIDS and their Families
	<b>Geographic Areas Affected</b>	Countywide
	<b>Associated Goals</b>	AH-1 New Construction of Affordable Rental Housing AH-2 Homeownership Opportunities AH-3 Maintain and Preserve Affordable Housing AH-4 New Supportive Housing - Special Needs
	<b>Description</b>	The Affordable Housing Priority Need addresses the need to preserve existing affordable housing units and develop new units of affordable housing for low-income families and individuals, including special needs populations in the Contra Costa County HOME Consortium area. This priority is further divided into various objectives to address this priority, which are found in the "Goals" section of the Strategic Plan.

	<b>Basis for Relative Priority</b>	This priority is a high priority based on the analysis of the housing data within the Community Needs and Market Analysis sections of this Consolidated Plan. Also, the results of the Community Needs survey that was distributed at the various public meetings and also via our website indicated that the need for affordable housing is high.
2	<b>Priority Need Name</b>	Homelessness Prevention
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Countywide
	<b>Associated Goals</b>	H-1 Housing & Supportive Services for the Homeless H-2 Prevention Services for Homeless
	<b>Description</b>	The Homelessness Priority is to address the need to expand and preserve shelter and housing for the homeless or those at imminent risk of becoming homeless, and to expand and preserve services to assist the homeless and those that are at imminent risk of becoming homeless.

	<b>Basis for Relative Priority</b>	This priority is a high priority based on the analysis of the data on homelessness and the homeless population found within the Needs Assessment and Market Analysis sections of this Consolidated Plan. This priority also falls in line with the Continuum of Care's Strategic Plan to end homelessness. Furthermore, the results of the Community Needs survey that was distributed at the public meetings and via the County's website during the public participation process indicated that the need to address homelessness and provide services and housing to the homeless population is high.
<b>3</b>	<b>Priority Need Name</b>	Non-Housing Community Development
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Countywide
	<b>Associated Goals</b>	CD-1 General Public Services CD-2 Non-Homeless Special Needs Population CD-3 Youth CD-4 Fair Housing CD-5 Economic Development CD-6 Infrastructure/Public Facilities
	<b>Description</b>	The Non-Housing Priority is to address the need of providing various public services, infrastructure/public facilities, and economic development opportunities to extremely low-, low-, and moderate-income persons, including non-homeless special needs populations of the County.

	<b>Basis for Relative Priority</b>	The priority need of Non-Housing Community Development activities, such as public services, economic development activities, improving infrastructure/public facilities activities is based off of the information regarding special needs populations, such as homeless, persons with disabilities, elderly/frail elderly, victims of domestic violence, and persons living with HIV/AIDS within the County. This information is found within the Needs Assessment section of this Consolidated Plan. Also, this priority need was based off of the demographic and income information found within the Needs Assessment and Market Analysis section of the Consolidated Plan. Special needs populations and the general low-income population of the County typically have limited access to various public services and economic opportunities. Also, most infrastructure/public facility improvements are generally needed in low-income neighborhoods where the infrastructure/public facilities are antiquated and in need of upgrades. Lastly, the results of the Community Needs survey that was distributed at the public meetings and on the County's website during the public participation process indicated that the need for public services, economic development activities, and improvements to infrastructure/public facilities for various low-income populations and areas of the County is high.
4	<b>Priority Need Name</b>	Administration
	<b>Priority Level</b>	High
	<b>Population</b>	Other
	<b>Geographic Areas Affected</b>	Countywide
	<b>Associated Goals</b>	CD-7 Administration
	<b>Description</b>	General Administration of the Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), and Emergency Solutions Grant (ESG) Programs.
	<b>Basis for Relative Priority</b>	NOT COMPLETED

**Narrative (Optional)**

## SP-30 Influence of Market Conditions - 91.415, 91.215(b)

### Influence of Market Conditions

**Table 51 - Influence of Market Conditions**

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
Tenant Based Rental Assistance (TBRA)	Contra Costa has a lack of housing affordable to lower income households. There is significant need for new housing units, as well as rehabilitation and preservation of existing housing. Therefore, the County uses HOME, CDBG, and HOPWA funds for construction and rehabilitation. The Consortium does not provide tenant-based rental assistance (TBRA) with HOME funds. However, the Consortium is considering using HOPWA funds to assist tenants for one year to 18 months while the eligible member finishes his/her education or a job training program. The Housing Authority of Contra Costa County provides TBRA through its Section 8 Housing Choice Voucher program, through Veteran's Assistance (VASH), and McKinney-Vento Shelter Plus Care.
TBRA for Non-Homeless Special Needs	As stated above, TBRA is provided through the Housing Authority. HOPWA funds are being considered for a limited TBRA program.
New Unit Production	Historically, the Consortium has used most of its HOME and HOPWA funds for new unit production. However, with the new HOME rule definition of 'commitment', the Consortium may need to consider more rehabilitation projects.  CDBG funds cannot be used for new construction, but may be used to support new construction through site acquisition, or infrastructure improvements.
Rehabilitation	The Urban County uses 47 percent of its CDBG funds for housing activities. Nearly half of those funds are used to support owner-occupied single family home rehabilitation and accessibility improvements. Additional funds are used for multi-family rehabilitation and energy efficiency improvements.  As mentioned above, more HOME funds may be used for rehabilitation over the next five years. As many early HOME-funded projects are reaching the end of the HOME compliance period, some will be seeking a new allocation of HOME funds for major systems replacement (i.e. roofs, furnace, energy efficiency upgrades)
Acquisition, including preservation	Most HOME funded projects in the Consortium were financed with low income housing tax credits. As the tax credit and HOME regulatory periods expire, some general partners will seek funds to buy out their limited partners, and many will re-syndicate to rehabilitate and improve their properties. These property owners often seek HOME and CDBG funds to assist with acquisition and rehabilitation activities.



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**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

Contra Costa anticipates that over the five year course of the Strategic Plan it will have CDBG, HOME, ESG, HOPWA (pass through from the City of Oakland), and NSP program income available. These federal funds will be used to leverage public and private resources in all program areas. The Annual Action Plan budgets reflect one-fifth of the anticipated resources.

**Anticipated Resources**

**Table 52 - Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,996,848	650,000	1,230,000	4,876,848	9,048,577	Expected amount available based on recent allocation and anticipated estimated Program Income during the FY 2015/16 program year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,792,838	62,892	600,000	2,455,730	7,137,108	Expected amount available based on recent allocation
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	265,324	0	0	265,324	1,061,296	Expected amount available based on recent allocation

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - federal	Acquisition Housing Multifamily rental new construction Multifamily rental rehab	533,761	0	0	533,761	2,135,044	The County is a sub-grantee to the City of Oakland (Alameda County) for the Housing Opportunities for Persons with HIV/AIDs (HOPWA) program. The HOPWA area is the entire County.

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

County policy requires projects funded with CDBG funds to provide a minimum match as follows: 10 percent required from non-profit organizations, 25 percent from local government agencies, and 100 percent from for-profit entities. Public service and economic development projects (sponsored by non-profit organizations and public agencies) receiving multiple year funding are further required to increase the level of match for each year of funding up to 50 percent match after year five.

In accordance with federal regulations, all projects funded with Consortium HOME funds are required to provide a minimum 25 percent permanent match to the project from non-federal sources.

In accordance with federal regulations, all projects funded with ESG funds are required to provide a minimum 100 percent match from non-federal sources.

HOPWA regulations do not require matching funds. However, housing development projects using HOPWA funds must provide HOPWA-assisted units in proportion to the amount of HOPWA funds in the project.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

The County, as the Housing Successor Agency to the former redevelopment agency, owns land that will be used for affordable housing development in Bay Point, North Richmond, Rodeo, and Walnut Creek.

North Richmond - A HOME CHDO developer has submitted plans to the County planning department for a 42-unit affordable family project on Fred Jackson Way. This project is included in the FY 2015/16 Action Plan.

The Housing Successor (to the former Redevelopment Agency) will issue requests for proposals to develop the Rodeo and Bay Point parcels during the Consolidated Plan period.

The parcel in Walnut Creek will be sold to an affordable housing developer. The Housing Successor is considering using the proceeds of that sale to support the North Richmond, Rodeo, and Bay Point developments.

**Discussion**

The sale and transfer of the above parcels will be the last of new affordable housing initiatives in the former redevelopment areas.

## SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

**Table 53 - Institutional Delivery Structure**

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Contra Costa County Department of Conservation & Development	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Public Housing Rental neighborhood improvements public facilities public services	Jurisdiction
Contra Costa Continuum of Care	Government	Homelessness	Jurisdiction
City of Antioch	Government	Ownership Planning Rental	Jurisdiction
CONCORD	Government	Ownership Planning Rental	Jurisdiction
City of Pittsburg	Government	Ownership Planning Rental	Jurisdiction
WALNUT CREEK	Government	Ownership Rental	Jurisdiction
CONTRA COSTA HOUSING AUTHORITY	PHA	Public Housing	Jurisdiction

### Assess of Strengths and Gaps in the Institutional Delivery System

At the County level, the Department of Conservation and Development (DCD) is responsible for the administration and management of the CDBG, HOME, ESG and HOPWA programs. The Department is responsible for the County's lead administrative duties (ESG, HOPWA, and HOME [The City of Richmond

administers their own HOME program]) as well as for the Urban County programs and projects (CDBG). The County is the lead agency for the Contra Costa HOME Consortium.

Antioch's Community Development Department has responsibility for CDBG activities occurring in the City of Antioch carried out under this Strategic Plan. The City also has a redevelopment agency with several active project areas.

The Community and Recreation Services Department of the City of Concord implements the CDBG program in the City of Concord.

In the City of Pittsburg, the CDBG program is implemented by the Community Access Department. The City of Pittsburg has its own autonomous Housing Authority.

The City of Walnut Creek's Community Development Department implements its CDBG program, primarily through the Housing division.

Although Contra Costa County is the lead agency of the Contra Costa County Consortium, all the Consortium jurisdictions take a collaborative approach in administering and implementing goals and objectives in their respective programs. The Consortium members coordinate Consolidated Planning efforts. The County Consortium developed a streamlined process for applying for program funds that allows applicants to complete one application for multiple jurisdictions and, once funded, complete one periodic performance report for all jurisdictions if funded by multiple Consortium jurisdictions. This joint effort has eased the administrative burden for subrecipients and allows jurisdictions to easily share information. The Consortium also developed a joint monitoring process, eliminating duplicative and repetitive monitorings for many of the CDBG/HOME funded programs within the County. Furthermore, the Consortia established a 2-year funding cycle for the first two years of the five-year Consolidated Plan period, and a 3-year funding cycle to complete the last three years of the five-year Consolidated Plan period. The multiple-year funding cycles have greatly reduced the time spent on completing and reviewing applications for both subrecipient and CDBG/HOME program staff respectively.

Each entitlement jurisdiction in the Consortia, however, completes its own annual planning and allocation process, including preparation and completion of its annual Action Plan, as well as its Consolidated Annual Performance Evaluation Report (CAPER). The annual Action Plan and CAPERs are subsidiary documents to the Consolidated Plan. These planning efforts have a high degree of coordination. Where appropriate, countywide services and efforts that have a countywide impact are coordinated.

The Contra Costa Interjurisdictional Council on Homelessness (formerly known as the Continuum of Care Board), in which County Consortium staff are members of, implements the County's Ten-Year Plan to End Homelessness.

The majority of the Consortia jurisdictions goals and objectives within the Consolidated Plan and Annual Action Plans are met through activities that are carried out by subrecipients that are primarily public agencies and private nonprofit agencies within the County. There is ongoing concern about the long-term capacity of the nonprofit community providing services in Contra Costa County, particularly during these severe budgetary times, and their ability to comply with often complex federal regulations and requirements in implementing federally-funded programs. Contributing factors include the relatively low pay scale associated with nonprofits leading to high staff turnover and a severe lack of resources for ongoing training and professional development.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

**Table 54 - Homeless Prevention Services Summary**

<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	
Mortgage Assistance	X		X
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
<b>Street Outreach Services</b>			
Law Enforcement			
Mobile Clinics		X	
Other Street Outreach Services		X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X		
Employment and Employment Training	X	X	
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
<b>Other</b>			

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**



In addition to providing direct medical care, testing and immunization services, the County's Countywide Health Care for the Homeless Program uses its mobile healthcare van for outreach. The bilingual Healthcare for the Homeless Team assesses client's needs, provides social support, and links clients to appropriate services and programs, including mental health and substance abuse programs, Medi-Cal, the County's Basic Adult Care program, and the Covered California healthcare insurance exchange.

In cooperation with the local Veterans Affairs office, Contra Costa's CoC has worked to increase its capacity to house and serve homeless veterans, including the distribution of HUD-VASH vouchers and rental assistance for permanent housing units provided to homeless veterans and their families under the Supportive Services for Veteran Families (SSVF) program.

When foster youth age out of the foster care system, they are linked to the Independent Living Skills Program (ILSP). ILSP includes workshops that prepare youth for emancipation (money management, education, computer skills, home management, and social skills), employment assistance, non-McKinney-Vento housing and retention services, and an individualized transition plan out of foster care. In addition, foster youth can elect to remain in foster care or return to care after emancipation (but before turning 21) to receive a two-year housing subsidy, which can be used in a market-rate unit, student housing, or congregate living. This is a State program that all foster youth and former foster youth are able to access.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

Many of the services provided to special needs populations are provided by various nonprofit agencies that provide services to specific special needs populations, including those experiencing homelessness. Many of these agencies provide "in-home" services to better serve their clients, especially those who have physical disabilities. In addition to the nonprofit service providers, the County provides various services to special needs populations as well. In addition to providing shelter and shelter related service to the homeless, the County's Health Services Department provides treatment and counseling services to those who are suffering with alcohol/other drug addictions and those who are HIV positive or who are living with AIDS.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

As mentioned above, there is ongoing concern about the long-term capacity of the non-profit community to provide services in Contra Costa County, particularly during severe budgetary times, and

their ability to comply with often complex federal regulations and requirements to implement federally-funded programs. Factors that contribute include the relatively low pay scale associated with non-profits leading to high staff turnover and a severe lack of resources for ongoing training and professional development. In an effort to address this issue, the County Consortium jurisdictions provide technical assistance to non-profit organizations that receive County CDBG and HOME funds, to build capacity and assist in the development of programs/projects designed to meet the Consortium's Consolidated Plan goals and objectives.

## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Table 55 - Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	AH-1 New Construction of Affordable Rental Housing	2015	2020	Affordable Housing	Contra Costa County	Affordable Housing	CDBG: \$0 HOME: \$4,942,838 ESG: \$0	Rental units constructed: 125 Household Housing Unit
2	AH-2 Homeownership Opportunities	2015	2020	Affordable Housing	Contra Costa County	Affordable Housing	CDBG: \$0 HOME: \$700,000	Homeowner Housing Added: 20 Household Housing Unit
3	AH-3 Maintain and Preserve Affordable Housing	2015	2020	Affordable Housing Non-Homeless Special Needs	Contra Costa County	Affordable Housing	CDBG: \$3,600,000 HOME: \$2,050,000	Rental units rehabilitated: 125 Household Housing Unit  Homeowner Housing Rehabilitated: 75 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	AH-4 New Supportive Housing - Special Needs	2015	2020	Affordable Housing Homeless Non-Homeless Special Needs	Contra Costa County	Affordable Housing	CDBG: \$1,050,000 HOME: \$1,000,000 HOPWA: \$1,843,805	Rental units constructed: 50 Household Housing Unit  Rental units rehabilitated: 30 Household Housing Unit  Housing for People with HIV/AIDS added: 12 Household Housing Unit
5	H-1 Housing & Supportive Services for the Homeless	2015	2020	Affordable Housing Homeless	Contra Costa County	Homelessness Prevention	CDBG: \$548,130 ESG: \$792,500	Homeless Person Overnight Shelter: 1400 Persons Assisted
6	H-2 Prevention Services for Homeless	2015	2020	Homeless	Contra Costa County	Homelessness Prevention	CDBG: \$75,375 ESG: \$434,625 HOPWA: \$650,000	Homelessness Prevention: 140 Persons Assisted  Housing for People with HIV/AIDS added: 100 Household Housing Unit
7	CD-1 General Public Services	2015	2020	Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$1,272,500	Public service activities other than Low/Moderate Income Housing Benefit: 25000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	CD-2 Non-Homeless Special Needs Population	2015	2020	Non-Homeless Special Needs Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$815,000	Public service activities other than Low/Moderate Income Housing Benefit: 6740 Persons Assisted
9	CD-3 Youth	2015	2020	Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$175,000	Public service activities other than Low/Moderate Income Housing Benefit: 4300 Persons Assisted
10	CD-4 Fair Housing	2015	2020	Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$125,000	Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted
11	CD-5 Economic Development	2015	2020	Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$1,528,180	Public service activities other than Low/Moderate Income Housing Benefit: 80 Persons Assisted  Jobs created/retained: 8 Jobs  Businesses assisted: 300 Businesses Assisted
12	CD-6 Infrastructure/Public Facilities	2015	2020	Non-Housing Community Development	Contra Costa County	Non-Housing Community Development	CDBG: \$1,089,390	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
13	CD-7 Administration	2015	2020	General Administration of the CDBG, HOME, ESG, and HOPWA Programs	Contra Costa County	Administration	CDBG: \$3,646,850 HOME: \$900,000 ESG: \$99,495 HOPWA: \$175,000	Other: 4 Other

### Goal Descriptions

1	<b>Goal Name</b>	AH-1 New Construction of Affordable Rental Housing
	<b>Goal Description</b>	Expand housing opportunities for extremely low-income, very low-income, and low-income households through an increase in the supply of decent, safe, and affordable rental housing via new construction or rehabilitation.
2	<b>Goal Name</b>	AH-2 Homeownership Opportunities
	<b>Goal Description</b>	Increase homeownership opportunities via the construction, acquisition, and rehabilitation of housing units for homeownership; and/or direct financial assistance provided to prospective low- to moderate-income homebuyers.
3	<b>Goal Name</b>	AH-3 Maintain and Preserve Affordable Housing
	<b>Goal Description</b>	Maintain and preserve the existing affordable housing stock, including the stock of "Special Needs" housing.

4	<b>Goal Name</b>	AH-4 New Supportive Housing - Special Needs
	<b>Goal Description</b>	Increase the supply of appropriate and supportive housing for special needs populations, which may include short term tenant-based rental assistance.
5	<b>Goal Name</b>	H-1 Housing & Supportive Services for the Homeless
	<b>Goal Description</b>	Further “Housing First” approach to ending homelessness by supporting homeless outreach efforts, emergency shelter, transitional housing, and permanent housing with supportive services to help homeless persons achieve housing stability.
6	<b>Goal Name</b>	H-2 Prevention Services for Homeless
	<b>Goal Description</b>	Expand existing prevention services including emergency rental assistance, case management, housing search assistance, legal assistance, landlord mediation, money management and credit counseling.  Provide HOPWA funds for short term mortgage, rent, and utilities assistance.
7	<b>Goal Name</b>	CD-1 General Public Services
	<b>Goal Description</b>	Ensure that opportunities and services are provided to improve the quality of life and independence for lower-income persons, and ensure access to programs that promote prevention and early intervention related to a variety of social concerns such as substance abuse, hunger, housing stability, and other issues.
8	<b>Goal Name</b>	CD-2 Non-Homeless Special Needs Population
	<b>Goal Description</b>	Ensure that opportunities and services are provided to improve the quality of life and independence for persons with special needs, such as elderly/frail elderly, persons with disabilities, victims of domestic violence, abused/neglected children, persons with HIV/AIDS, illiterate adults, and migrant farmworkers.
9	<b>Goal Name</b>	CD-3 Youth
	<b>Goal Description</b>	Increase opportunities for children/youth to be healthy, succeed in school, and prepare for productive adulthood.
10	<b>Goal Name</b>	CD-4 Fair Housing
	<b>Goal Description</b>	Continue to promote fair housing activities and affirmatively further fair housing.

<b>11</b>	<b>Goal Name</b>	CD-5 Economic Development
	<b>Goal Description</b>	<p>Reduce the number of persons with incomes below the poverty level, expand economic opportunities for very low- and low-income residents, and increase the viability of neighborhood commercial areas. Strategies include:</p> <ul style="list-style-type: none"> <li>• Support job training, retraining, and employment search services for low-income persons; and</li> <li>• Provide technical assistance and capital (loan or grant) to small businesses/micro-enterprises to develop and/or expand capacity and produce jobs for low-income persons.</li> </ul>
<b>12</b>	<b>Goal Name</b>	CD-6 Infrastructure/Public Facilities
	<b>Goal Description</b>	<p>Maintain quality public facilities and adequate infrastructure and ensure access to public facilities for the disabled. Strategies include:</p> <ul style="list-style-type: none"> <li>• To construct or improve public facilities and infrastructure including, but not limited to, providing and improving access to facilities for persons with disabilities. This may include directly improving or constructing facilities or infrastructure in low-income areas or providing assistance to non-profit agencies that serve low-income populations.</li> <li>• To remove barriers to the safe travel of persons with disabilities that exist in the public right-of-way.</li> <li>• To make improvements to the public right-of-way to enhance public safety and accessibility, and to improve public health, and to promote the provision of a “complete streets program.” Improvements will be targeted to areas where the current level of improvements is less than the current standard.</li> </ul>



13	<b>Goal Name</b>	CD-7 Administration
	<b>Goal Description</b>	<p>Support development of viable urban communities through extending and strengthening partnerships among all levels of government and the private sector, and administer federal grant programs in a fiscally prudent manner. Strategies include:</p> <ul style="list-style-type: none"> <li>• To continue the collaborative administration with the other Consortia jurisdictions for the County’s housing and community development programs undertaken under this Strategic Plan. This effort will include common policies and procedures for requests for the use of funds, subrecipient reporting, record-keeping, and monitoring.</li> <li>• To support the efforts of the housing authorities of the City of Pittsburg and Contra Costa County. Members will also cooperatively further the efforts of the Contra Costa Inter-jurisdictional Council on Homelessness (CCICH).</li> </ul>

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

Based on the current HOME grant, and the expected HOME grant over the five-year planning period, the Contra Costa Consortium anticipates providing 80 units of affordable housing. Unless additional subsidies are identified, the housing will be affordable to very-low and low income households. Providing permanent supportive housing for homeless, and other extremely-low income households is a priority, but may not be achievable with current funding sources.

## **SP-50 Public Housing Accessibility and Involvement - 91.415, 91.215(c)**

### **Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)**

N/A. The Housing Authority of Contra Costa County does not have a voluntary compliance agreement.

### **Activities to Increase Resident Involvements**

**Resident Advisory Board (RAB):** HACCC holds three to five meetings a year with approximately 10 members of the Resident Advisory Board (RAB). The RAB is comprised of members of active Resident Councils, resident leaders from other public housing developments without a Resident Council and a Section 8 Housing Choice Voucher participant. The RAB is very active and participatory in the planning of the 5 Year/Annual Plan, Capital Fund Program, and all other related Resident Initiatives.

**Resident Councils:** The creation of Resident Councils is an important means of obtaining resident input and participation in public housing programs and activities, including the identification of appropriate resident services, resolution of safety issues, and implementation of activities designed to move households from welfare to work and greater independence. HACCC currently has active Resident Councils at two of the thirteen Public Housing Developments owned by HACCC (Bayo Vista in Rodeo and Elder Winds in Antioch). In addition to office facilities and materials, HACCC provides technical assistance and sponsors quarterly town hall meetings at each development in an effort to develop resident leaders. Over the past few months, there has been renewed interest at other developments to create Resident Councils. Plans have been initiated to create active Resident Councils at El Pueblo (Pittsburg), Los Arboles (Oakley), and Casa de Mañana (Oakley).

The Bayo Vista Resident Council is particularly active. Board training has been provided to this Resident Council in the past as it will going forward. The Bayo Vista Resident Council Board of Directors supports the YMCA of the East Bay which operates an after-school program for families at the Bayo Vista Development. In addition, the Bayo Vista Resident Council members operate a lunch program for school age children during the summer months when children are not attending school.

HACCC continues to operate two youth programs at the Las Deltas and Bayo Vista properties. The programs provide youth oriented activities, which include arts and crafts, homework club, movie time, spelling bees and cooking classes. Staff are also instrumental in providing field trips to museums, baseball games and the Discovery Kingdom amusement park. Both programs have around 50 children enrolled in their summer program, most of whom continue in the after-school program during the fall.

The Young Adult Empowerment Center (YAEC) provides residents and neighbors ay Las Deltas in North Richmond with a variety of services designed to improve their lives. Staff provide job training, counseling, and other services and classes on-site, while also providing links to more comprehensive resources off-site. Staff help residents identify their goals and needs and then focus on linking them with

the resources necessary to reach their goals. When necessary, YAEC staff will advocate on behalf of a client to obtain needed resources.

HACCC has applied to HUD for a Resident Opportunity Self Sufficiency (ROSS) Grant to further enhance services and programs provided at all Public Housing sites.

**Is the public housing agency designated as troubled under 24 CFR part 902?**

No

**Plan to remove the 'troubled' designation**

N/A

## **SP-55 Strategic Plan Barriers to Affordable Housing - 91.415, 91.215(h)**

### **Barriers to Affordable Housing**

The most significant impact to affordable housing development was the State law which eliminated redevelopment in 2012. Redevelopment agencies facilitated the development of affordable housing through land acquisition and transfer, and provision of predevelopment funding. Redevelopment funds provided significant leverage for CDBG and HOME funds.

In addition, federal changes to the Section 202 and 811 programs further reduced affordable housing development funds. The budget reductions to CDBG and HOME have further reduced development capacity. The 2013 HOME Final Rule placed additional time constraints on the expenditure of HOME funds, which means HOME funds cannot be 'patient' funding while additional financing is secured.

Other governmental constraints include local development standards for height limits, lot coverage maximums, and parking requirements which reduce the number of units on a given site.

Lengthy development application and permit processing add costs to a project. Local development impact fees can add \$50,000 to each multi-family unit and \$50,000 to \$100,000 to single-family units.

Contra Costa County has an urban limit line to concentrate development in urban areas and protect open space. This policy increases the costs of land, which increases the cost of development.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

Strategies to remove or ameliorate the barriers to affordable housing include eliminating minimum acres required for P1 zoning, encouraging in-fill development in "Priority Development Areas", encouraging dense development adjacent to transit hubs and requiring residential developers to pay fees or include affordable units in housing developments. Some jurisdictions are charging commercial linkage fees for affordable housing.

## **SP-60 Homelessness Strategy - 91.415, 91.215(d)**

Describe how the jurisdiction's strategic plan goals contribute to:

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

The Contra Costa Inter-jurisdictional Council on Homelessness (CCICH), was created as a result of a merger between the Contra Costa County's Continuum of Care Board and the County's Homeless Interdepartmental Interjurisdictional Working Group to assist and provide guidance in the development and implementation of long range planning and policy formulation of homeless issues in Contra Costa County. The CCICH general membership includes a broad spectrum of individuals in the community, from elected officials to consumers, interested in the topic of homelessness. The CCICH Executive Committee is appointed by the Board of Supervisors and consists of 13 seats representing homeless or formerly homeless persons, county government, health care, law enforcement, the faith community, nonprofit homeless service providers, and housing providers.

Some of the partner organizations of CCICH provide outreach and assessment services to homeless persons, especially to unsheltered persons. The Goal of "H-1: Housing & Supportive Services for the Homeless" includes the provision of outreach and assessment services to the homeless as part of the goal's strategy. The County Consortium intends to provide CDBG and/or ESG resources to support homeless outreach and assessment activities throughout the five-year period of this Consolidated Plan.

CCICH provides a forum for communication and coordination of the County's Strategic Plan to End Homelessness, educate the community on homeless issues, and advocate on federal, state and local policy issues affecting people who are homeless or at-risk of homelessness.

Contra Costa County's ten-year plan to end homelessness establishes a "Housing First" approach and lays out a set of priorities and an action plan to end homelessness in the County, including within individual jurisdictions. The plan establishes the following five priorities to address homelessness:

- Help homeless people (re)gain housing as soon as possible.
- Provide integrated, wraparound services to facilitate long-term residential stability.
- Help people to access employment that pays a "housing wage."
- Conduct outreach to link chronically homeless people with housing, treatment, and services.
- Prevent homelessness from occurring in the first place.

In October 2014, CCICH updated its ten-year plan to further establish the "Housing First" approach. Using the 2004 ten-year plan as a foundation, the update identifies and describes two goals and three strategies for the implementation of the "Housing First" guiding principle:

This Consolidated Plan incorporates the ten-year plan priorities and also the goals/strategies of the update to the ten-year plan, which are found within the "Priority Needs" section and "Goals" section of the Strategic Plan.

### **Addressing the emergency and transitional housing needs of homeless persons**

The Contra Costa Health Services Department (HSD) provides emergency and transitional shelter as well as supportive services designed to enable homeless persons to achieve greater economic independence and a stable living environment. Emergency shelters and permanent supportive housing designed to meet the needs of those who are homeless or formerly homeless are permitted in all residential zones subject to a land use permit. The purpose of the land use permit is to ensure compatibility with surrounding land uses, and not to constrain their development. The land use permit for an emergency shelter and a transitional housing facility requires only an administrative review unless the decision is appealed. If the administrative decision is appealed, a hearing on the permit may be held before the Zoning Administrator or the County Planning Commission, as necessary.

In 2014, the County revised its zoning code to allow homeless shelters and transitional housing 'by right' in one zoning district: the "C: - General Commercial District".

The Goal of "H-1: Housing & Supportive Services for the Homeless" includes the provision of operational support for existing emergency shelters and to assist existing emergency shelters with the capital costs of repair, maintenance, or expansion of capacity. Goal H-1 also incorporates support for the increase of shelter beds and housing for homeless families with children.

**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.**

The Goal of "H-1: Housing & Supportive Services for the Homeless" incorporates production of new transitional or permanent supportive housing units. These units can be stand-alone developments dedicated to housing the homeless or units dedicated to the homeless integrated into larger developments. Activities under this goal include:

- Land acquisition
- Construction and development
- Acquisition and rehabilitation

In addition, both Goals of "H-1: Housing & Supportive Services for the Homeless" and "H-2: Prevention Services for Homeless" includes services that will meet the following objectives:

- Help homeless people (re)gain housing as soon as possible.
- Provide integrated, wraparound services to facilitate long-term residential stability.
- Help people to access employment that pays a "housing wage."
- Conduct outreach to link chronically homeless people with housing, treatment, and services.
- Prevent homelessness from occurring in the first place.
- Increase permanent supportive housing opportunities for the homeless.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

Goal "H-2: Prevention Services for Homeless" includes support for housing crisis intervention services which prevent homelessness for all low- to extremely-low income populations, including those who are being discharged from health care facilities, mental health care facilities, foster care, etc. Goal H-2 further includes services to the homeless or those at risk of becoming homeless that will meet the following objectives.

- Help homeless people (re)gain housing as soon as possible.
- Provide integrated, wraparound services to facilitate long-term residential stability.
- Help people to access employment that pays a "housing wage."
- Conduct outreach to link chronically homeless people with housing, treatment, and services.
- Prevent homelessness from occurring in the first place.
- Increase permanent supportive housing opportunities for the homeless.

## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The County will continue to protect young children from lead-based paint hazards in housing funded with CDBG, HOME, ESG, and HOPWA resources through the implementation of 24 CFR Part 35. The purpose of this regulation is to reduce or eliminate lead-based paint hazards in federally-owned housing and housing receiving federal funds. All developers enter into legal agreements that include requirements for compliance with the lead-based paint regulation. The Neighborhood Preservation Program has developed a program-specific lead hazard reduction implementation plan. All other projects will develop plans appropriate to the project type and level of funding received. Adherence to the County's Lead-based Paint Plan allows for both new construction and rehabilitated properties to be free of lead-based paint.

In addition, the County Health Department has a website with information on lead hazards, including common sources of lead in homes. <http://cchealth.org/lead-poison/>

### **How are the actions listed above related to the extent of lead poisoning and hazards?**

The County Health Department has identified house paint containing lead as one of several potential sources of lead in homes. Other sources include recreational and do-it-yourself activities (e.g. radiator repair, soldering, casting fishing sinkers), consumer products (e.g. imported or old dishes, pottery, or pewter), and home remedies (e.g. Azarcon, Greta, or Surma).

The Health Department educates County residents on the hazards of lead, the sources of lead, and encourages lead testing for children under six who may have been exposed to lead.

House paint containing lead was commonly used in homes built prior to 1978. The older the home, the more lead in the paint. In Contra Costa County, approximately 45% of homes were built before 1970, making them likelier sources of lead-based paint. In some areas of the county, over 80% of the homes were built before 1970, putting these areas at a greater risk for lead exposure from house paint. More than half of all cases of lead poisoning in Contra Costa County have been linked to lead-based paint.

The risk of lead-based paint prevalent in older homes varies throughout the County depending on geographic area and even census tracts within certain areas. In the western part of the County, the communities of Kensington, Crockett, Richmond, and El Cerrito had over 50% of their housing stock built before 1960. In the central and eastern parts of the County the communities of Concord, Lafayette, Martinez, Orinda, and Pleasant Hill had over 25% of their housing stock built before 1960.

Because of the risk of lead-based paint, especially in certain areas of the County where housing stock is older and with certain populations (such as children), the County has developed a Lead-Based Paint Hazard Implementation Plan that is implemented through 24 CFR Part 35.



**How are the actions listed above integrated into housing policies and procedures?**

All applicants for housing rehabilitation loans are informed of the County's Lead-based Paint Plan during the application stage. The applicant must submit its plan on how it will comply with the County requirements. Prior to rehabilitation activities, paint is tested for lead. If lead is found, it must be remediated pursuant to the Lead-based Paint Plan. Following remediation activities, the unit is tested again to ensure all work was completed correctly.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

The County and cities within it employ a variety of strategies to help alleviate poverty, including efforts to stimulate economic growth and job opportunities, and to provide County residents with the skills and abilities required to take advantage of those opportunities. This also includes implementation of Section 3 strategies to ensure employment and contracting opportunities for low- and very-low income persons or businesses residing within the community where a HUD-funded project is located. The County, and a majority of cities actively work to attract and retain businesses. Many are involved in revitalization efforts for their downtown areas utilizing a variety of strategies such as infrastructure and façade improvement programs, the State Main Street Program, and the preparation of revitalization plans to guide future development. The County, through its various departments, provides services and supports programs that promote personal responsibility, independence and self-sufficiency. For a summary of the prevalence of poverty among certain sub-groups and the overall population, see Table 9 in Appendix B.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

The County's anti-poverty goals and policies coordinate with the affordable housing plan through several housing goals. Expanding housing opportunities for extremely-low income households will reduce cost burden, which will allow these households to spend additional funds on other necessities such as food, transportation, and medical care.

Funding requirements for tax credits and other State funds encourage urban infill with affordable housing located near jobs and transit. Most affordable housing developers offer on-site computer learning labs, and access to service coordinators. Together, these efforts support low income tenants in obtaining job skills. Locations proximate to jobs and transit ease commute burden and cost.

## **SP-80 Monitoring - 91.230**

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

Housing: All applications are reviewed to ensure consistency with federal regulations, the Consolidated Plan, the Analysis of Impediments to Fair Housing Choice, and the County Housing Element. In addition, the County Board of Supervisors adopted a MBE/WBE outreach program as a component of the Consortium HOME Program and the County's Affordable Housing Program.

Project sponsors are required to meet with County staff to discuss the project funding, applicable federal regulations, and County restrictions including the County's MBE/WBE policies. The County and project sponsor then enter into project agreements which specify project objectives, scope of work, eligible activities, performance targets, project budget, implementation time frame, federal regulatory requirements, and monitoring and reporting requirements. All housing development funds are provided to projects in the form of a loan or grant with regulations, use restrictions, and term incorporated into the legal documents. Requirements concerning MBE/WBE participation have been incorporated into all HOME project agreement and loan documents.

The County has developed a Performance Outcome Measurement System. Each project will be monitored and evaluated on meeting the performance measurement outcome indicator.

During project implementation, project sponsors are required to submit periodic progress reports detailing project progress, significant development problems, project funding and expenditures, outreach to women and minority-owned businesses, Section 3 Plan progress and affirmative marketing activity. Projects are monitored for compliance with federal accounting and procurement standards, labor and construction standards, relocation, affirmative marketing, equal opportunity, fair housing, and other federal requirements.

At project completion, project sponsors submit project completion reports identifying: project accomplishments; population served, data on household characteristics (e.g., size, income, and ethnicity); rent and/or housing affordability; and total sources and uses of funds.

Affordable housing development projects submit annual compliance (including financial) reports throughout the period of required affordability. These reports ensure continued compliance with federal regulations, affordability and use restrictions, and other requirements as specified in project loan documents. HOME and CDBG-assisted rental projects will be subject to periodic onsite inspections. Financial reports and tenant rosters are reviewed on an annual basis. Projects that show financial or physical weaknesses are monitored annually until the properties show significant improvement.

Monitoring procedures for non-housing projects and programs include:

Review of applications for consistency with federal regulations, the Consolidated Plan, and Board of Supervisors policies. New Subrecipients attend a mandatory meeting to learn program standards, County requirements, and federal regulations. Subrecipients are required to enter into agreements that specify objectives, scope of work, applicable timelines and performance targets, budget, federal, state and local regulatory requirements, and monitoring and reporting requirements.

The County and the other entitlement jurisdictions within the County have developed a Performance Outcome Measurement System. Applicants are required to develop a work plan including program components, outcomes, and performance measurements.

Subrecipients submit quarterly progress reports, with one being a Close-Out report, detailing progress toward objectives, problems and/or resolution to meeting goals, quantitative participation data by ethnicity, income, and household status. Subrecipients provide sources and uses budgets with each quarterly payment demand. Projects are subject to an onsite performance and financial audit review.