

# STRATEGIC PLAN

## SP-05 Overview

### Strategic Plan Overview

The Strategic Plan establishes the priority of needs, objectives and strategies. The objectives are intended to meet the identified priority needs. The strategies are programs or policies intended to implement the objectives. Each strategy is identified with one or more objectives that it advances.

A priority need is one that has a demonstrated level of need and will have a preference for funding. A higher level of priority can be established as the result of a high absolute level of need or a high level of need in relation to resources available to meet that need.

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

### Geographic Area General Allocation Priorities

#### Describe the basis for allocating investments geographically within the jurisdiction

Receiving CDBG funds from HUD allows Pittsburg to be able to use resources to fund support services and programs citywide that benefit the low to moderate income population. However, it is also concentrating some funding for Code Enforcement and Infrastructure and Accessibility in the low-income census tracts.

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

### Priority Needs

Table 158 – Priority Needs Summary		
1	Priority Need Name	Affordable Housing
	Priority Level	High
	Population	Extremely Low, Low, Moderate
	Geographic Areas Affected	City
	Associated Goals	<b>AH-1: Increase Affordable Rental Housing Supply</b> <b>AH-2: Increase Affordable Supportive Housing</b> <b>AH-3: Maintain and Preserve Affordable Housing</b>

	Description	The high cost of housing relative to household income continues to indicate a high priority need for affordable housing. The City continues to seek partnerships with developers to create affordable housing opportunities.
	Basis for Relative Priority	Affordable housing is a high priority for the City. This program will: - maintain the housing stock in the city and provide suitable and affordable living environment for persons of low and moderate income - eliminate blight and prevent blighting influences caused by the deterioration of property and neighborhoods - eliminate conditions which are detrimental to health, safety and public welfare, by rehabilitation, demolition or removal - provide improvements needed for disabled accessibility - stabilize and enhance older neighborhoods in order to encourage future investment from the private sector and other public funds and programs
2	<b>Priority Need Name</b>	<b>Reduce/Alleviate Homelessness</b>
	Priority Level	High
	Population	Extremely Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children veterans Victims of Domestic Violence Unaccompanied Youth
	Geographic Areas Affected	City
	Associated Goals	<b>H-1: Permanent Housing for the Homeless</b> <b>H-2: Homeless Prevention</b>
	Description	Homelessness is a result from a combination of factors related to the socioeconomic systems and personal and family issues. In response to the urgent need for services to help homeless individuals and families and to prevent further incidents of homelessness, the City is committed to working with the County Continuum of Care to reduce homelessness by supporting homeless prevention services.
	Basis for Relative Priority	Housing and services for the homeless population is a high priority for the City of Pittsburgh.
3	<b>Priority Need Name</b>	<b>Non-Housing Community Development</b>
	Priority Level	<b>High</b>
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	City

	Associated Goals	<b>CD-1: General Public Services</b> <b>CD-2: Non-Homeless Special Needs</b> <b>CD-3: Youth</b> <b>CD-4: Fair Housing</b> <b>CD-5: Tenant/Landlord Counseling</b> <b>CD-6: Economic Development</b> <b>CD-7: Infrastructure and Accessibility</b>
	Description	Non-housing community development needs are those public service, infrastructure, economic development, and other development needs in the community that have an important impact on the living conditions of Pittsburg residents.
	Basis for Relative Priority	The purpose of addressing a community's non-housing needs, in addition to its housing needs, is to help create more livable, better functioning, and more attractive communities by integrating economic, physical, environmental, community, and human development programs in a comprehensive and coordinated fashion so that families and communities can thrive while working together.
<b>4</b>	<b>Priority Need Name</b>	<b>Program Administration</b>
	Priority Level	<b>High</b>
	Population	Other
	Geographic Areas Affected	City
	Associated Goals	<b>CD-8: Administration</b>
	Description	Program and Planning Administration.
	Basis for Relative Priority	Having budget to assist with administering of the CDBG program is essential to the City.

## Narrative

With the “Needs Assessment” information and the survey information, the Consortium has identified four main priorities for the next five-year period. The use of federal funds for the next five-year period will be for the following priorities:

- 1) Affordable Housing** (New unit Development and Rehabilitation of existing units)
- 2) Homelessness** (Providing Housing and Services)
- 3) Non-Housing Community Development** (Public Services, Infrastructure/Public Facilities, Economic Development)
- 4) Administration** (Program administration)

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

### Introduction

Pittsburg's 2020 entitlement grant amount is \$609,112. The City will continue to use its grant funds to serve the community by funding various agencies, programs and projects.

## Anticipated Resources

Table 159 – Anticipated Resources								
Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder 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	609,112	4,217	35,000	648,329	2,400,000	Annual allocation was confirmed in mid February 2020. Expected amount available for remainder of Consolidated Plan to be \$600,000 per year.
Other	Public-local	Other	100,000	0	0	100,000	0	The Successor Agency funds

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

The City leverages Federal, State, and local resources to the greatest extent feasible. Moreover, the City continues to encourage non-profit organizations to seek other federal, state, and local funding for both housing and non-housing community development activities.

The City's Police Department received the following grants which enabled the City to provide the support the community needed in various areas, such as Code Enforcement.

- OTS – DUI Grant FY2019/2020 - \$80,000 awarded
- Tobacco Grant (2 years ) - \$141,034 FY2018/2019 and \$141,034 FY2019/2020
- Every 15 Minutes - \$8,500

### If appropriate, describe publicly owned land or property located within the state that may be used to address the needs identified in the plan

The Successor Agency started with over 60 properties to sell upon its dissolution in 2012 and currently only has 4 properties left for sale. Several of the properties that were sold are going to be developed into housing projects. Since affordable housing is a high priority, the City supports the development of these housing projects.

Veterans Square – Two (2) Successor Agency owned properties were sold to a developer for the Veterans Square housing project which consists of twenty-nine (29) units of much needed affordable housing for lower income households. Nineteen (19) of the 29 units will be dedicated to veterans and will also serve special needs households. Ten (10) of the units will be set aside for homeless residents with serious mental illness through the Department of Housing and Community Development’s (HCD) No Place Like Home Program.

Beacon Villas – Three (3) Successor Agency owned properties were sold to a developer for the Beacon Villas housing project which consist of fifty-three (53) units with rents ranging from 50%-70% of AMI.

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## **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.**

<b>Table 160 – Institutional Delivery System</b>			
<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
City of Pittsburgh	Government	Economic Development; Homelessness; Non-homeless special needs; Ownership; Planning; neighborhood improvements; public facilities public services	Jurisdiction
Pittsburg Housing Authority	PHA	Rental	Jurisdiction
Contra Costa Continuum of Care	Government	Homelessness	Region

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

Contra Costa County, Department of Conservation and Development (DCD) is the lead agency for the Contra Costa HOME Consortium. It is responsible for the administration duties of the HOME, ESG, and Housing Opportunities for Persons with AIDS (HOPWA) programs as well as its own CDBG program. Although Contra Costa County is the lead agency of the Contra Costa County Consortium, all the Consortium jurisdictions take a highly collaborative approach in administering and implementing goals and objectives in their respective programs, and coordinate consolidated planning efforts.

The 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 funding 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 monitoring efforts for many CDBG/HOME funded programs within Contra Costa County. Furthermore, the Consortium established a 2-year funding cycle for the first two years of the five-year Plan period, and a 3-year funding cycle to complete the last three years of the five-year Plan period. Multiple-year funding cycles have greatly reduced the time spent on completing and reviewing applications for both subrecipient and CDBG/HOME program staff.

Pittsburg is responsible for administering its CDBG program and completes its own annual planning and allocation process; including preparation of the Annual Action Plan and CAPER. The Action Plan and CAPER are subsidiary documents to the Consolidated Plan. However, all of these processes have a high degree of collaboration with the Consortium members, and the County as lead agency.

Pittsburg has created a homeless team which consist of various staff members from different departments including the Police Department to address homelessness in the city. The homeless team meets once a month and creates realistic goals and discusses the steps necessary to achieve these goals. Current topics of discussion includes homeless encampment cleanups, mobile showers, RV parking, and a pilot job program.

Services listed below are available to residents in the entire City which makes the resources more readily available and easier to access by the community.

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

<b>Table 161 – Homeless Prevention Services Summary</b>			
<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		
Legal Assistance	X		
Mortgage Assistance			
Rental Assistance			
Utilities Assistance			
<b>Street Outreach Services</b>			
Law Enforcement	X		
Mobile Clinics	X	X	
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse			
Child Care	X		

<b>Supportive Services</b>			
Education	X		
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS			
Life Skills	X		
Mental Health Counseling	X	X	
Transportation		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)**

Contra Costa County’s Countywide Health Care for the Homeless program utilizes its mobile healthcare van to provide direct medical care, testing and immunization services, as well as outreach. There is a bilingual Healthcare for the Homeless team that assess client needs, provide social support, and connects clients to programs and services, including mental health and substance abuse programs, Medi-Cal, the Contra Costa County’s Basic Adult Care program, and the Covered California Healthcare program. The County provides four Dental Clinics in various areas of Contra Costa County that provide free or low-cost dental services to eligible families and will soon be adding a Homeless Dental Van to provide much-needed and difficult-to-access services for homeless persons.

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’s Veterans Affairs Supportive Housing (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. The Pittsburg Housing Authority has 142 VASH vouchers which may be used towards rental assistance for veterans.

The County also operates an award-winning Homeless Medical Respite Center, which is a joint effort between the Homeless Program and Health Care for the Homeless. The Philip Dorn Respite Center, located in Central Contra Costa County, is a respite care program for homeless adults who are discharged from local hospitals and require medical stabilization services. Respite care refers to recuperative services for those homeless persons who may not meet medical criteria for hospitalization but who are too sick or medically vulnerable to reside in an emergency shelter and cannot be returned to the streets. The primary goal of this program and all emergency housing programs is to get homeless persons off of the street and help them achieve their highest level of self-sufficiency.

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. In addition, Pittsburg provides CDBG funds to Court Appointed Special Advocates (CASA). CASA provides advocacy, mentoring and representation services to abused and neglected children who are wards of the County Juvenile Dependency Court to improve access to social services, health care, therapeutic services, and a safe permanent living situation.

**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 highly committed nonprofit agencies that provide services to all of Contra Costa County 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, Contra Costa 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.

The system is currently developing resources and integrating services for special needs populations, such as persons exiting jails and prisons, and persons who are high utilizers of multiple systems. The multiple agencies tasked with supporting these populations are working with CCHS's H3 to integrate both funding and services, to ensure housing placement and stability upon identification of these individuals. These key agency partners are working with H3 to learn the homelessness system of care, including the federally mandated Coordinated Entry process, and various best practices and standards used by the County to ensure quality, low barrier, client centered and trauma informed approaches to housing persons at risk of and experiencing homelessness. These collaborations are a strength that the system is building upon to better address the lack of services previously unavailable to these high and special need populations.

**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**

In the Summer of 2019 the County developed a system map with a Technical Assistance provider, which was designed to identify system gaps and strengths and develop strategies and benchmarks for addressing those issues in the institutional structure and service delivery system. The system map was a great success and is now used as a “living” tool by which the community creates an annual priority plan to identify and strategically address priority needs. The system map outlined long-term and short-term goals and strategies, which guide the priority planning process and allow the Council on Homelessness and CCHS’s H3 to make data driven and evidence-based policy, funding, and operational decisions to grow and improve the system.

Additionally, 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 162 – Goals Summary								
Sort Order	Goal Name	Start Year	End Year	Category	Area	Needs Addressed	Funding	Goal Outcome Indicator
1	<b>AH-1: Increase Affordable Rental Housing Supply</b>	2020	2025	Affordable Housing	City of Pittsburg	Affordable Housing	CDBG: \$0	Rental units constructed: 0 Household Housing Unit Rental units rehabilitated: 0 Household Housing Unit
2	<b>AH-2: Increase Affordable Supportive Housing</b>	2020	2025	Affordable Housing	City of Pittsburg	Affordable Housing	CDBG: \$0	Rental units constructed: 0 Household Housing Unit Rental units rehabilitated: 0 Household Housing Unit

**Table 162 – Goals Summary**

Sort Order	Goal Name	Start Year	End Year	Category	Area	Needs Addressed	Funding	Goal Outcome Indicator
3	<b>AH-3: Maintain and Preserve Affordable Housing</b>	2020	2025	Affordable Housing	City of Pittsburgh	Affordable Housing	CDBG: \$802,000 Successor Agency: \$100,000	Homeowner Housing Rehabilitated: 7 Household Housing Unit Housing Code Enforcement/Foreclosed Property Care: 5,000 Household Housing Unit
4	<b>H-1: Permanent Housing for the Homeless</b>	2020	2025	Homeless	City of Pittsburgh	Reduce/Alleviate Homelessness	CDBG: \$0	Housing for Homeless added: 0 Household Housing Unit
5	<b>H-2: Homeless Prevention</b>	2020	2025	Homeless	City of Pittsburgh	Reduce /Alleviate Homelessness	CDBG: \$54,728	Homelessness Prevention: 75 Persons Assisted
6	<b>CD-1: General Public Services</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$255,271	Public service activities other than Low/Moderate Income Housing Benefit: 7220 Persons Assisted
7	<b>CD-2: Non-Homeless Special Needs</b>	2020	2025	Non-Homeless Special Needs	City of Pittsburgh	Non-Housing Community Development	CDBG: \$0	Public service activities other than Low/Moderate Income Housing Benefit: 0 Persons Assisted
8	<b>CD-3: Youth</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$102,000	Public service activities other than Low/Moderate Income Housing Benefit: 700 Persons Assisted
9	<b>CD-4: Fair Housing</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$0	Other: 0 Other
10	<b>CD-5: Tenant/Landlord Counseling</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$0	Other: 0 Other
11	<b>CD-6: Economic Development</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$200,000	Businesses assisted: 230 Businesses Assisted
12	<b>CD-7: Infrastructure and Accessibility</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Non-Housing Community Development	CDBG: \$1,032,508	Other: 70 Other
13	<b>CD-8: Administration</b>	2020	2025	Non-Housing Community Development	City of Pittsburgh	Program Administration	CDBG: \$601,822 Successor Agency: \$0	Other: 0 Other

## Goal Descriptions

Table 163 – Goal Descriptions		
1	<b>Goal Name</b>	<b>AH-1: Increase Affordable Rental Housing Supply</b>
	Description	Expand housing opportunities for extremely low-income, very low-income, low-income by increasing the supply of decent, safe and affordable rental housing.
2	<b>Goal Name</b>	<b>AH-2: Increase Affordable Supportive Housing</b>
	Description	Expand housing opportunities for persons with special needs, including seniors, persons with disabilities, and persons with HIV/AIDS.
3	<b>Goal Name</b>	<b>AH-3: Maintain and Preserve Affordable Housing</b>
	Description	Maintain and preserve the existing affordable housing stock, including single family residences owned and occupied by lower-income households and housing in deteriorating lower income neighborhoods.
4	<b>Goal Name</b>	<b>H-1: Permanent Housing for the Homeless</b>
	Description	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.
5	<b>Goal Name</b>	<b>H-2: Homeless Prevention</b>
	Description	Expand existing prevention services including emergency rental assistance, case management, housing search assistance, legal assistance, landlord mediation, money management and credit counseling.
6	<b>Goal Name</b>	<b>CD-1: General Public Services</b>
	Description	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.
7	<b>Goal Name</b>	<b>CD-2: Non-Homeless Special Needs</b>
	Goal Description	Ensure that opportunities and services are provided to improve the quality of life and independence for persons with special needs, such as elderly and frail elderly, victims of domestic violence, persons with HIV/AIDS, persons with mental, physical and developmental disabilities, abused children, illiterate adults and migrant farm workers.
8	<b>Goal Name</b>	<b>CD-3: Youth</b>
	Description	Increase opportunities for children/youth to be healthy, succeed in school, and prepare for productive adulthood.
9	<b>Goal Name</b>	<b>CD-4: Fair Housing</b>
	Description	<u>CD-4: Fair Housing</u> . Continue to promote fair housing activities and affirmatively further fair housing to eliminate discrimination in housing choice in Pittsburg.
10	<b>Goal Name</b>	<b>CD-5: Tenant/Landlord Counseling</b>
	Description	Support the investigation and resolution of disagreements between tenants and landlords and to educate both as their rights and responsibilities, so as to help prevent people from becoming homeless and to ensure fair housing opportunity.

11	<b>Goal Name</b>	<b>CD-6: Economic Development</b>
	Description	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.
12	<b>Goal Name</b>	<b>CD-7: Infrastructure and Accessibility</b>
	Description	Maintain adequate infrastructure in lower income areas, and ensure access for the mobility-impaired by addressing physical access barriers to goods, services, and public facilities in such areas.
13	<b>Goal Name</b>	<b>CD-8: Administration</b>
	Description	Support development of viable urban communities through extending and administer federal grant programs in a fiscally prudent manner.

**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)**

See the Contra Costa County HOME estimates, as Pittsburg's allocation of HOME funds is administered by the County.

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

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

Reports for Contra Costa County continue to find LBP poisoning to be an almost negligible issue in the County. In 2015 (the latest date for which data is available), there were 48 children (0.59% of the 8,154 tested) with blood lead levels between 4.5 and 9.5, and 13 (0.16%) with levels greater than 9.5. Investigation by the Contra Costa Health Department shows that most new cases of elevated blood lead levels are not due to paint, but to toys, candies and certain ethnic remedies which are high in lead.

Nevertheless, the County and Consortium members 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.

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 integrated into housing policies and procedures?**

All applicants for housing rehabilitation loans are informed of the City's Lead-based Paint Plan during the application stage. The applicant must submit its plan on how it will comply with the City requirements. If applicable, 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.

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

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

One of the most significant efforts taken by Pittsburg to reduce persons living below the poverty level is funding economic development programs and several agencies that provide services for persons within the community who are extremely- or very low- income. In particular, Pittsburg believes by funding economic development programs that provide microenterprise assistance for those who want to maintain or start stable small businesses as licensed home-based family child care providers; funding agencies that provide small business development training and consulting to assist qualifying clients in starting or expanding microbusiness; and funding organizations that provide job training and placement plays a role in reducing the number of persons below the poverty line. These funded programs impact client's lives and businesses in a variety of ways, including increasing social and human capital and household income, decreasing reliance on public assistance, and generating jobs in the community.

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

Housing cost burden occurs when households pay more than 30 percent of their monthly income for housing expenses (rent or mortgage, utilities, homeowner or renter insurance, and property taxes for homeowners only). In many parts of California, particularly urban areas, it is not uncommon for households to experience a housing cost burden. However, to the extent that cost burden is often disproportionately concentrated among the most vulnerable members of a community, maintaining a reasonable level of housing cost burden is an important goal.

Housing cost burden is a significant problem throughout the Bay Area. In Pittsburg, approximately 50 percent of households are cost burdened with a much higher proportion of very low- and low- income households—35 percent combined—experiencing the problem.

Pittsburg promotes the expansion of our affordable housing stock by:

- Providing incentives to developers who assist the City in meeting affordable housing needs, including units to accommodate special needs households: female-headed households, seniors, disabled, developmentally disabled, large families, emancipated youth, seasonal and temporary workers, and the homeless
- Utilizing public funds to increase the supply of housing affordable to extremely low-, very low-, low-, and moderate-income large family households
- Prioritizing public funds for the development of housing affordable to extremely low-income households for identified special needs groups
- Providing fee waivers and allow fee deferrals until issuance of a Certificate of Occupancy for developers constructing affordable housing developments and/or developers providing housing and programming serving identified special needs populations
- Assisting non-profit developers in seeking utility fee credits when redeveloping sites for affordable housing and/or housing developments serving an identified special needs population
- Giving priority in processing to project applications with an affordable housing component and/or serving an identified special needs population.

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## **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**

### **HOME funds administered by the County:**

County process for housing projects- All applications are reviewed to ensure consistency with federal regulations, the Consolidated Plan, the Analysis of Impediments to Fair Housing Choice, and County's 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, 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.

*Consortium process for non-housing projects and programs:* Review of applications for consistency with federal regulations, the Consolidated Plan, and local policies. New Subrecipients attend a mandatory meeting to learn program standards, Consortium 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 Consortium has 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.