

# STRATEGIC PLAN

## SP-05 Overview

### Strategic Plan Overview

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 a needs assessment 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, infrastructure/public facilities. Administration is purely the general administration of the housing and community development programs assisting the City’s lowest income residents.

The Consolidated Plan Goals represent high priority needs for the City of Walnut Creek and serve as the basis for the Strategic Actions to meet these needs.

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

### Geographic Area

Table 191 – Geographic Priority Areas		
	Area Name:	City Wide
	Area Type:	City Wide
	Other Target Area Description:	The funds are targeted City Wide
	HUD Approval Date:	
	% of Low/ Mod:	
	Revitalization Type:	
	Other Revitalization Description:	
1	Identify the neighborhood boundaries for this target area.	
	Include specific housing and commercial characteristics of this target area.	
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	
	Identify the needs in this target area.	
	What are the opportunities for improvement in this target area?	
	Are there barriers to improvement in this target area?	

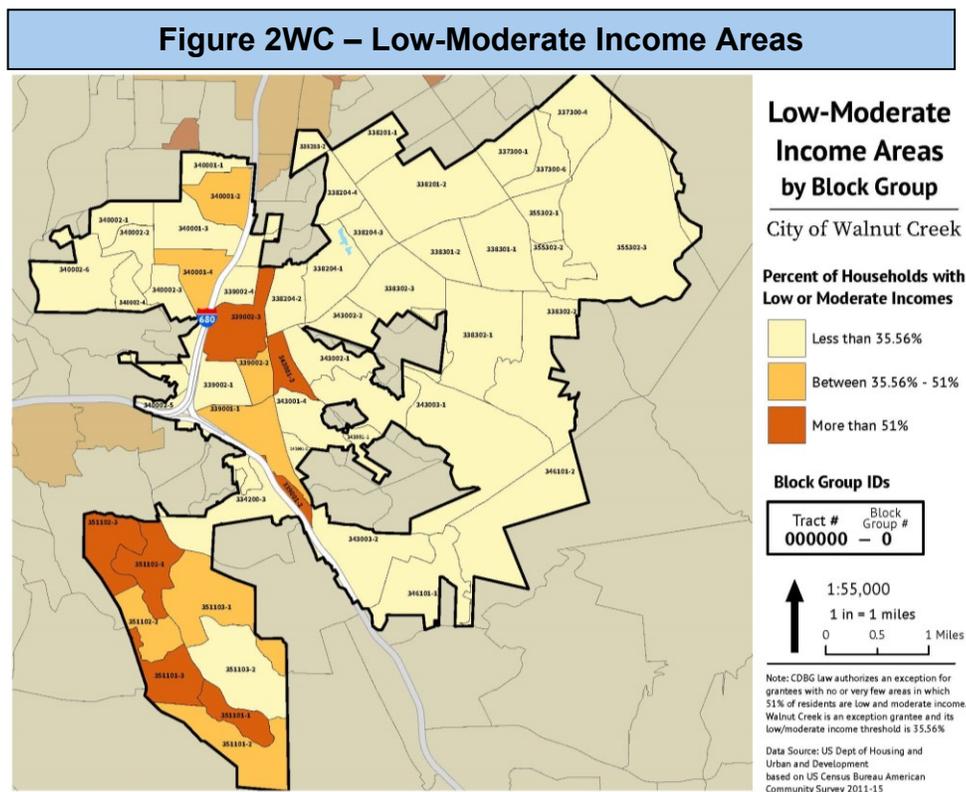
## General Allocation Priorities

### Describe the basis for allocating investments geographically

The City of Walnut Creek will be providing support for services and projects throughout the entire City. However, the City recognizes that there are low/mod neighborhoods greater than 51% within 3390.01, 3390.02, 3430.01, 3511.01, and 3511.02. The census tract 3511.01 and 3511.02 are part of the Rossmoor community, a senior-only community.

The CDBG, CSG, and HSF funds are awarded to projects and programs on a competitive allocation basis. The Contra Costa Consortium operates on a two and three-year funding cycle, and A Notice of Funding Availability (NOFA) is sent to over 600 public agencies, affordable housing developers, community-based organizations and interest groups active in the Consortium area and that serve primarily lower income or special needs persons. Applicants are required to describe the community need(s) met by their activities and to specify their target population(s). Applications are reviewed and projects are funded based on several criteria including the project's ability to reach and serve its target population. All CDBG, CSG, and HSF funded activities are available and easily accessible to lower income Walnut Creek residents throughout the City. Projects that target their resources to the underserved and high-need areas of the City are prioritized for funding.

Affordable housing projects in the City of Walnut Creek are targeted to areas suitable for multi-family developments and transportation-accessible living.



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

### Priority Needs

Table 192 – Priority Needs Summary																								
1	Priority Need Name	Affordable Housing																						
	Priority Level	High																						
	Population	<table border="0"> <tr> <td>Extremely Low</td> <td>Persons with HIV/AIDS</td> </tr> <tr> <td>Low</td> <td>Victims of Domestic Violence</td> </tr> <tr> <td>Moderate</td> <td>Unaccompanied Youth</td> </tr> <tr> <td>Large Families</td> <td>Elderly and Frail Elderly</td> </tr> <tr> <td>Families with Children</td> <td>Persons with Mental Disabilities</td> </tr> <tr> <td>Elderly</td> <td>Persons with Physical Disabilities</td> </tr> <tr> <td>Chronic Homelessness</td> <td>Persons with Developmental Disabilities</td> </tr> <tr> <td>Individuals</td> <td>Persons with Alcohol or Other Addictions</td> </tr> <tr> <td>Families with Children</td> <td>Persons with HIV/AIDS and their Families</td> </tr> <tr> <td>Mentally Ill</td> <td>Victims of Domestic Violence</td> </tr> <tr> <td>Chronic Substance Abuse veterans</td> <td>Non-housing Community Development</td> </tr> </table>	Extremely Low	Persons with HIV/AIDS	Low	Victims of Domestic Violence	Moderate	Unaccompanied Youth	Large Families	Elderly and Frail Elderly	Families with Children	Persons with Mental Disabilities	Elderly	Persons with Physical Disabilities	Chronic Homelessness	Persons with Developmental Disabilities	Individuals	Persons with Alcohol or Other Addictions	Families with Children	Persons with HIV/AIDS and their Families	Mentally Ill	Victims of Domestic Violence	Chronic Substance Abuse veterans	Non-housing Community Development
	Extremely Low	Persons with HIV/AIDS																						
	Low	Victims of Domestic Violence																						
	Moderate	Unaccompanied Youth																						
	Large Families	Elderly and Frail Elderly																						
Families with Children	Persons with Mental Disabilities																							
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Chronic Homelessness	Persons with Developmental Disabilities																							
Individuals	Persons with Alcohol or Other Addictions																							
Families with Children	Persons with HIV/AIDS and their Families																							
Mentally Ill	Victims of Domestic Violence																							
Chronic Substance Abuse veterans	Non-housing Community Development																							
Geographic Areas	The funds are targeted citywide																							
Associated Goals	<b>AH-1: New Construction of Affordable Housing</b> <b>AH-2: Homeownership Opportunities</b> <b>AH-3: Maintain and Preserve Affordable Housing</b> <b>AH-4: New Supportive Housing - Special Needs</b>																							
Description	The Affordable Housing Priority Need addresses the need to preserve existing affordable housing units and the development of new units of affordable housing for low- and moderate- income families and individuals, including "Special Needs" populations in Walnut Creek. This priority is further divided into various objectives to address this priority, which are found in the "Goals" section of the Strategic Plan.																							
Basis for Relative Priority	The City's current State Certified Housing Element provided the needs assessment and background for this priority.																							

2	<b>Priority Need Name</b>	<b>Homelessness Prevention</b>	
	Priority Level	<b>High</b>	
	Population	Extremely Low Low Moderate 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 and 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 Non-housing Community Development
	Geographic Areas	The funds are targeted citywide	
	Associated Goals	<b>H-1: Shelter for Homeless Population</b> <b>H-2: Services for Homeless (Non-Shelter Related)</b>	
	Description	The Homelessness Priority is to address the need of expanding and preserving 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.	
	Basis for Relative Priority	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 to address homelessness and provide services and housing to the homeless population.	
3	<b>Priority Need Name</b>	<b>Non-Housing Community Development</b>	
	Priority Level	<b>High</b>	
	Population	Extremely Low Low Moderate 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 and 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 Non-housing Community Development
	Geographic Areas	The funds are targeted citywide	

	Associated Goals	<b>CD-1: General Public Services</b> <b>CD-2: Senior Services</b> <b>CD-3: Youth Services</b> <b>CD-4: Non-Homeless Special Needs</b> <b>CD-5: Fair Housing</b> <b>CD-6: Economic Development</b> <b>CD-7: Public Facility, Infrastructure &amp; Access</b>
	Description	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.
	Basis for Relative Priority	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 City. This information is found within the Needs Assessment section of this Consolidated Plan. The 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 City typically have limited access to various public services and economic opportunities. Also, most infrastructure/public facility improvements are generally needed for nonprofits serving lower-income persons. Lastly, the results of the Community Needs survey that was distributed at the public meetings and on the City'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 City is high.
<b>4</b>	<b>Priority Need Name</b>	<b>Administration</b>
	Priority Level	<b>High</b>
	Population	Other
	Geographic Areas	The funds are targeted citywide
	Associated Goals	<b>CD-8: Administration</b>
	Description	General Administration of the Community Development Block Grant (CDBG).
	Basis for Relative Priority	General Administration of the Community Development Block Grant (CDBG).

## Narrative

The Needs Assessment and Market Analysis, in concert with the qualitative data collected through surveys, forums and meetings, highlight Walnut Creek’s clear and detailed need for

investment in affordable housing, appropriate assistance for the homeless, new and increased access to services for vulnerable populations, and services for low-income families.

## Priority Needs

The priority needs, objectives and strategies detailed in the Consolidated Plan, and developed through a process of conducting focus group meetings, soliciting public input, researching census data, and reviewing housing and community development analyses include priorities related to affordable housing, including special needs housing and housing for the homeless; and community development needs, including public services, economic development, and infrastructure and public facility improvements. The Priority Needs table summarizes Walnut Creek's highest priority needs meaning that a jurisdiction anticipates expending some federal funding to address the need within the five-year planning period.

Walnut Creek identified four objectives for meeting priority needs relating to affordable housing programs and projects, two objectives for meeting priority needs related to homelessness, and seen objectives for meeting priority needs relating to non-housing community development activities and projects.

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

### Introduction

#### To Meet Affordable Housing and Community Development Needs

For the Consolidated Plan period (2020-2025), the City anticipates that approximately \$24.35 million will be available for local affordable housing programs, community services, and economic development, including \$1.4 million of federal resources. The City will have an estimated \$16 million in the Local Housing Trust Fund, comprised of housing in lieu fees and commercial linkage fees along with an anticipated matching grant through the State of California. A total of \$4.1 million in general and local funds are anticipated to fund program administration and three local grant programs (Community Services Grant, Homeless Services, and School Crisis Counselor grant programs). Additional resources will be available through the Housing Successor Agency.

In 2020-2021, CDBG entitlement allocation is \$342,317. For prior years between 2015 through 2020, the City received between \$248,006 and \$300,264. In general, funds allocations are the following:

- 20% Admin (and an additional 20% of current year's program income)
- 15% Public Services (and an additional 15% of the previous year's program income)
- 65% IPF/Housing/ED

The City supplements the public service portion of the CDBG program with \$100,000 from the General Fund, and an additional \$200,000 for homeless service activities. If additional CDBG funds become available, either through an increase in the entitlement allocation or through program income, those funds will be allocated to the City’s affordable housing program and/or public facilities improvements.

### Anticipated Resources

Table 193 – 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	342,317	0	31,733	374,050	1,429,268	CDBG annual allocation + 15K annual program income
Housing Trust Fund	public - local	Acquisition Housing	11,000,000	0	0	11,000,000	5,000,000	This includes Housing In lieu Fees and Commercial Linkage Fees, as well as an anticipated successful application for the State Local Housing Trust Fund Matching Program. The first year is much higher than the rest of the ConPlan period because it includes current fund balance plus anticipated grant award from the state.
Other Housing In Lieu Fees	public - local	Admin and Planning Housing	381,800	0	0	381,800	1,527,200	Housing In Lieu Fees (less than 10% set aside for administration), and FTHB Loan

**Table 193 – 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: \$		
Other Housing Successor Agency Loan Repayments	public - local	Admin and Planning Housing Public Services	100,000	0	0	100,000	400,000	Loan Repayments to the Housing Successor Agency through the First Time Homebuyer Downpayment Assistance Program and Residual Rent Receipts. (\$20,000 for program admin per year)
Other Local Funds	public - local	Admin and Planning Housing Public Services	799,849	0	0	799,849	3,337,845	Crisis Counselor Program (\$80,000), Community Services Grant (\$100,000), and Homeless Services Fund (\$200,000-\$220,000), Program Administration/Personnel (\$281,400), and SB2 Permanent Local Housing Allocation (\$830,694) over 5-year period)

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

Although CDBG regulations do not require matching funding, the City prefers to see federal dollars leveraged with other sources of funds.

For the development of Affordable Housing, the City is usually the first funder, providing acquisition financing for the development of affordable housing. The Cities Acquisition funding is leveraged on an average ratio of 1/4. For every dollar we commit, an additional 4 dollars is leveraged. Leveraged funds include private lending institutions, tax credits, sweat equity, federal HOME and HOPWA funds, as well as other federal programs; and state funds such as the Mental Health Service Act (MHSA) and BEGIN funds. All of the public service and economic development activities funded through the competitive process require additional funding from other sources. Often, CDBG and CSG funds account for only a small percentage of the overall program funding. In the case of the school crisis counselor program, the City requires a minimum of 100% of matching funds from the school districts to fund the program.

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

Not Applicable

**Discussion**

If additional or less program income or carry forward funds are received than anticipated any increase or decrease in available funding will be handled in the following ways:

**Additional Program Income or Higher Carry Forward.** \$31,732.87 of carry forward is estimated in FY20-21. If more program income or carry forward is received than expected, the Committee recommends it be used for the following priorities:

- **Tenant/Landlord Services.** Pay the additional \$6,080 of Tenant/Landlord Services under public services cap rather than admin.
- **Public Services.** Fund Meals on Wheel and CORE Countywide at the same funding level as in FY19-20.
- **Home Rehabilitation Loan and Emergency Grant Program.** The Committee recommends the Home Rehabilitation Program be allocated \$120,000 for the next fiscal year, with the ability to increase funding up to \$150,000 if the program develops a significant pipeline of projects in FY20-21.
- **Walnut Creek Senior Center ADA Work.** Flexibility to fund \$15,000 for admin cost in FY20-21 and the remaining amount of \$223,900 in FY21-22.
- **First Time Homebuyer Program.** The program provides the lesser of \$65,000 or 17% for down payment assistance to first time homebuyers at 120% or less of Area Median Income (AMI). CDBG funds can be used for the program if the applicant is at 80% AMI or less. At the time, the program is being underutilized due to the widening affordability gap in ownership housing, but the Committee recommends the option to use up to \$65,000 in CDBG funds if there is an eligible applicant.

**Less Program Income or Carry Forward**

- Reduce administration funds according to the cap formula
- Any additional decreases in funding would then be taken out of the Home Rehabilitation program

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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 194 – Institutional Delivery Structure</b>			
<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
City of Walnut Creek Community Development Department	Government	Ownership Rental	Jurisdiction

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

Walnut Creek's Community Development Department implements its programs, primarily through the Housing division.

Strengths: Interjurisdictional Coordination, Private – nonprofit and government partnerships, interdepartmental coordination

Gaps: Funding and resources

The biggest strength is the collaboration between the nonprofit service community and public agencies. Creating a coordinated information and referral network is essential for effective service delivery. There is also strong inter-jurisdictional coordination between the City, County and other members of the Contra Costa Consortium.

The primary service gap for special needs populations is funding. The nonprofit organizations and affordable housing developers are doing more with less, and the needs are continually increasing. The high increases in the rental market have put extraordinary pressures on lower income individuals and families, and on those special needs populations that are presumed to be low income, such as the disabled, frail elderly, abused children, etc. Increased cost of living creates pressures and crisis for households whose income is not sufficient to meet their basic needs. Additional funding in all areas is required to sufficiently meet these needs.

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

<b>Table 195 – 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	X	
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance		X	

Street Outreach Services			
Law Enforcement		X	
Mobile Clinics			
Other Street Outreach Services		X	
Supportive Services			
Alcohol & Drug Abuse			
Child Care			
Education			
Employment and Employment Training	X	X	
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling			
Transportation			
Other			
	X		

**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)**

The City participates in the Contra Costa Interagency Council on Homeless as well as a local Homeless Task force to coordinate efforts to meet the needs of the homeless, particularly the chronically homeless. As a result, City staff (primarily housing and police staff) are well connected with homeless service providers throughout the County and can coordinate when issues arise, and to address on the ongoing critical needs of the homeless. The local multiservice drop-in center (Trinity Center), located only blocks from downtown and City Hall, provides extensive day time services to the homeless, including meals, showers, mail services, clothing provision, housing and employment counseling and training opportunities. Trinity Center also works closely the homeless outreach teams and neighboring emergency shelters. Trinity Center is actively working the find a location for a temporary (4 months a year) overnight winter shelter. The Walnut Creek faith community is actively involved in the provision of services to the homeless through fundraising, direct donations, and by participating the County’s Winter Nights shelter for homeless families.

On June 17, 2019, the police department debuted the Homeless Outreach program as a two officer pilot program and has now made the program permanent. The officers work closely with the Walnut Creek Homeless Taskforce, the Trinity Center, CORE, and other agencies. Their objectives are to build relationships with our homeless community, connect homeless persons with services, develop long term solutions to recurring problems, work with residents and businesses to address homeless related issues, lower calls for service, enforce

laws with a compassionate but firm approach, prevent illegal alcohol sales and work with other agencies to have a bigger impact within our community.

The City has updated its local zoning ordinance to allow for some zones where homeless shelters are permitted by right, and to allow transitional and supportive housing in the same manner as all other residential development of the same type.

The City's affordable housing projects include the availability of permanent housing affordable to people with extremely low incomes, defined as being at 0-30% of the area median income. Typically, people at this income level are those who are living on public benefits, are homeless and have no source of income, or are employed earning only minimum wage.

Because the homeless services countywide are well integrated (including an homeless management database), people and information to move easily between programs, thus maximizing the likelihood of successful outcomes, facilitating people's transition from homeless services to community-based services once housing is regained, and allowing evaluation of outcomes and resource use from a system-wide perspective.

**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**

The primary service gap for special needs populations is funding. The nonprofit organizations and affordable housing developers are doing more with less, and the needs are continually increasing. The high increases in the rental market have put extraordinary pressures on lower income individuals and families, and on those special needs populations that are presumed to be low income, such as the disabled, frail elderly, abused children, etc. Increased cost of living creates pressures and crisis for households whose income is not sufficient to meet their basic needs. Additional funding in all areas is required to sufficiently meet these needs.

The biggest strength is the collaboration between the nonprofit service community and public agencies. Creating a coordinated information and referral network is essential for effective service delivery. There is also strong inter-jurisdictional coordination between the City, County and other members of the Contra Costa Consortium.

**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 196 – 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 Housing	2020	2025	Affordable Housing	City Wide	Affordable Housing	Housing Trust Fund: \$12,600,000	Rental units constructed: 83 Household Housing Unit
2	AH-2: Homeownership Opportunities	2020	2025	Affordable Housing	City Wide	Affordable Housing	Housing Trust Fund: \$2,000,000 Housing In Lieu Fees: \$900,000 Housing Successor Agency Loan Repayments: \$400,000	Homeowner Housing Added: 42 Household Housing Unit  Direct Financial Assistance to Homebuyers: 10 Households Assisted
3	AH-3: Maintain and Preserve Affordable Housing	2020	2025	Affordable Housing	City Wide	Affordable Housing	CDBG: \$600,000	Homeowner Housing Rehabilitated: 20 Household Housing Unit

**Table 196 – Goals Summary**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	<b>AH-4: New Supportive Housing - Special Needs</b>	2020	2025	Affordable Housing	City Wide	Affordable Housing	Housing Trust Fund: \$1,400,000	Rental units constructed: 8 Household Housing Unit
5	<b>H-1: Shelter for Homeless Population</b>	2020	2025	Homeless	City Wide	Homelessness Prevention	Local Funds: \$1,050,000	Public service activities other than Low/Moderate Income Housing Benefit: 300 Persons Assisted
6	<b>H-2: Services for Homeless (Non-Shelter Related)</b>	2020	2025	Homeless	City Wide	Homelessness Prevention	CDBG: \$129,587 Local Funds: \$674,555	Public service activities other than Low/Moderate Income Housing Benefit: 1,000 Persons Assisted
7	<b>CD-1: General Public Services</b>	2020	2025	Non-Homeless Special Needs	City Wide	Non-Housing Community Development	CDBG: \$80,400 Local Funds: \$202,500	Public service activities other than Low/Moderate Income Housing Benefit: 5,000 Persons Assisted
8	<b>CD-2: Senior Services</b>	2020	2025	Non-Housing Community Development		Non-Housing Community Development	CDBG: \$62,500 Local Funds: \$142,500	Public service activities other than Low/Moderate Income Housing Benefit: 2,500 Persons Assisted
9	<b>CD-3: Youth Services</b>	2020	2025	Non-Housing Community Development	City Wide	Non-Housing Community Development	General Fund: \$425,000	Public service activities other than Low/Moderate Income Housing Benefit: 3,500 Persons Assisted Homelessness Prevention: 50 Persons Assisted

**Table 196 – Goals Summary**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
10	<b>CD-4: Non-Homeless Special Needs</b>	2020	2025	Non-Homeless Special Needs	City Wide	Non-Housing Community Development	General Fund: \$70,000	Public service activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted
11	<b>CD-5: Fair Housing</b>	2020	2025	Non-Homeless Special Needs	City Wide	Non-Housing Community Development	CDBG: \$30,400	Public service activities other than Low/Moderate Income Housing Benefit: 75 Persons Assisted
12	<b>CD-6: Economic Development</b>	2020	2025	Non-Housing Community Development	City Wide	Non-Housing Community Development	CDBG: \$125,000	Jobs created/retained: 10 Jobs Businesses assisted: 75 Businesses Assisted
13	<b>CD-7: Public Facility, Infrastructure &amp; Access</b>	2020	2025	Non-Housing Community Development	City Wide	Non-Housing Community Development	CDBG: \$421,115	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3,000 Persons Assisted
14	<b>CD-8: Administration</b>	2020	2025	Administration	City Wide	Administration	CDBG: \$354,316 Housing In Lieu Fees: \$1,009,000 Housing Successor Agency Loan Repayments: \$100,000 Local Funds: \$1,573,139	Other: 1 Other

## Goal Descriptions

<b>Table 197 – Goal Descriptions</b>		
1	<b>Goal Name</b>	<b>AH-1: New Construction of Affordable Housing</b>
	Description	Expand housing opportunities for extremely low-income, very low-income, low-income, and moderate-income households through an increase in the supply of decent, safe, and affordable rental housing and rental assistance.
2	<b>Goal Name</b>	<b>AH-2: Homeownership Opportunities</b>
	Description	Increase homeownership opportunities for lower-income households.
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.
4	<b>Goal Name</b>	<b>AH-4: New Supportive Housing - Special Needs</b>
	Description	Increase the supply of appropriate and supportive housing for special needs populations, including seniors, persons with disabilities, persons with HIV/AIDS, low-income veterans, the homeless, and extremely low-income residents.
5	<b>Goal Name</b>	<b>H-1: Shelter for Homeless Population</b>
	Description	Assist the homeless and those at risk of becoming homeless by providing funding to organizations that provide emergency shelter; and transitional and permanent affordable housing with appropriate supportive services.
6	<b>Goal Name</b>	<b>H-2: Services for Homeless (Non-Shelter Related)</b>
	Description	Reduce the incidence and risk of homelessness and assist in alleviating the needs of the homeless.
7	<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.
8	<b>Goal Name</b>	<b>CD-2: Senior Services</b>
	Description	Enhance the quality of life of senior citizens and frail elderly, and enable them to maintain independence.
9	<b>Goal Name</b>	<b>CD-3: Youth Services</b>
	Description	Increase opportunities for children/youth to be healthy, succeed in school, and prepare for productive adulthood.
10	<b>Goal Name</b>	<b>CD-4: Non-Homeless Special Needs</b>
	Description	Ensure that opportunities and services are provided to improve the quality of life and independence for person with special needs, such as disabled persons, battered spouses, abused children, persons with HIV/AIDS, and low-income veterans.
11	<b>Goal Name</b>	<b>CD-5: Fair Housing</b>
	Description	Fair Housing: Promote fair housing activities and affirmatively further fair housing.

12	<b>Goal Name</b>	<b>CD-6: Economic Development</b>
	Description	Reduce the number of persons with incomes below the poverty level, and expand economic opportunities for very low- and low-income residents.
13	<b>Goal Name</b>	<b>CD-7: Public Facility, Infrastructure &amp; Access</b>
	Description	Maintain quality public facilities and adequate infrastructure, and ensure access for lower-income persons and persons with special needs.
14	<b>Goal Name</b>	<b>CD-8: Administration</b>
	Description	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.

**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 Consortium HOME estimates, as administrator of Walnut Creek's allocation of HOME funds.

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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**

The City of Walnut Creek developed a Lead Based Paint Implementation Plan (LBP Plan) that describes the actions to be taken, and the responsibility for compliance with lead based paint abatement regulations (24 CFR 35 and Title X of the Housing and Community Development Act of 1992) under each of its existing affordable housing programs. In particular, any homes constructed prior to 1978 that are assisted through the City's Home Owner Rehabilitation Grant Program or the City's New Construction/Substantial Rehabilitation Program must be in compliance with lead-based paint abatement requirements.

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

In an effort to address LBP hazards and increase access to housing without LBP hazards the City's 2015-2023 Housing Element integrates through Code Enforcement the goal to encourage the rehabilitation of substandard residential properties by homeowners and landlords and improve overall housing quality and conditions in the city including structures with lead-based paint hazards. The City's activities comply with the Compliance

with Lead-Based Paint Procedures part 35, subparts A, B, J, K and R, of title 24 of the Municipal Code.

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

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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**

The 2013-2017 ACS Data estimates that there are 1,008 persons with a disability living below the poverty line in Walnut Creek. Such households are particularly vulnerable to increasing housing costs and can easily become homeless without the necessary support services in place.

The City, through its various departments, provides services and supports programs that promote personal responsibility, independence and self-sufficiency. The City of Walnut Creek will continue its efforts to reduce the number of families and individuals living in poverty. The City will focus primarily on supporting programs that raise household incomes through economic development activities, job training and job readiness skills, and increased access to employment opportunities for persons living below the poverty line.

Public service activities that help improve household income by alleviating various obligatory expenses include collaborative food distribution and delivery; legal services for the elderly; homeless prevention activities and one-time financial assistance services.

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

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

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

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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**

**Meeting Action Plan and Consolidated Plan Goals:** The City of Walnut Creek conducts quarterly assessments of its progress towards meeting the goals set forth in the One-Year Action Plan and Five-Year Consolidated Plan. Housing Division staff who administer the CDBG program meet weekly and discuss all aspects of CDBG administration including progress towards meeting the goals.

The County and the other entitlement jurisdictions within the County have developed a Performance Outcome Measurement System. Each project will be monitored and evaluated on meeting the performance measurement outcome indicator.

The City monitors projects as follows:

Housing: All applications are reviewed to ensure consistency with federal regulations, the Consolidated Plan, the Analysis of Impediments to Fair Housing Choice, and the Housing Element.

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.

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. Projects are also subject to an onsite performance and/or financial audit review on a selective basis.

At project completion, the City submits 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. 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.

Non-Housing Community Development Projects and Programs: Review of applications for consistency with federal regulations and the Consolidated Plan. 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.

Subrecipients are required to submit quarterly progress and 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. Projects are subject to an on-site performance and financial audit review.