

**DATE:** April 21, 2009

**TO:** Mayor and City Council

**FROM:** Redevelopment Director

**SUBJECT:** Adoption of revised Citizen Participation Plan and authorization to submit an amendment to the City's HUD-approved FY 08-09 Action Plan, in order to receive federal Emergency Shelter Grant /Homelessness Prevention Funds as authorized by the American Recovery and Reinvestment Act of 2009.

#### **RECOMMENDATION**

That Council reads the revised draft Citizen Participation Plan, and adopts the attached Resolutions, approving the Citizen Participation Plan and authorizing the submission of an Amendment to the City's HUD-approved FY 2008-09 Action Plan, in order to receive federal Emergency Shelter Grant/Homelessness Prevention Funds, as authorized by the American Recovery and Reinvestment Act of 2009 (ARRA).

#### **SUMMARY**

The ARRA allocated \$703,000 to the City of Hayward through the Emergency Shelter Grant (ESG)/Homelessness Prevention Program, administered by the Housing and Urban Development Department (HUD). These funds may be used to prevent homelessness and/or to rapidly re-house people who are already homeless. The City may utilize the funds over a one, two, or three year period.

The ARRA required HUD to use a modified, one-time formula to determine which jurisdictions would receive ESG/Homelessness Prevention Funds; consequently, for the first time, the City of Hayward qualified for a direct allocation of these funds. Although the administrative requirements of this program are similar to the Community Development Block Grant (CDBG) program, several existing City documents must be quickly adapted to conform to the program's administrative requirements and timelines.

To receive these funds, the City must 1) update its Citizen Participation Plan, and 2) submit to HUD a strategy and draft budget for expenditure of the ESG/Homelessness Prevention funds. The Council-approved strategy and draft budget would form the substantive portion of an amendment to the City's FY2008-09 Action Plan, which must be publicly noticed and submitted to HUD. ESG/Homelessness Prevention Funds would be available to the City upon HUD's approval of the amendment.

## BACKGROUND

Citizen Participation Plan – The purpose of the Citizen Participation Plan is to provide opportunities for members of the community to contribute to the planning and implementation of the City's HUD-funded CDBG and HOME (Home Investment and Partnership) programs. All members of the community are encouraged to participate, including low and moderate-income persons, persons living in blighted areas, members of minority groups, members of non-English speaking groups, residents of areas where a significant amount of federally-funded activity is proposed or ongoing, elderly people, people who have disabilities, the business community, and civic groups.

The ESG/Homelessness Prevention Program requires that the City follow provisions for ESG funding outlined in its Citizen Participation Plan, however currently the City's Citizen Participation Plan provides guidance for only CDBG and HOME programs. Therefore, the document must be revised to include provisions for soliciting community input regarding ESG funding.

Amending the 2008 Action Plan – To receive the City's allocation of ESG/Homelessness Prevention Funds, HUD requires that the City submit an amendment to its 2008 Action Plan. The amendment must include the City's strategy and draft budget for utilization of the funds. The amendment need not provide the actual amounts of funding to be allocated to individual agencies, but it must specify the categories of activities proposed to be funded, and the approximate amounts to be spent in each category.

## DISCUSSION

Citizen Participation Plan – Attached to this report is the revised draft Citizen Participation Plan for Council's consideration. Language was added to satisfy ESG program requirements. In addition, the entire document was lightly edited and improved to include guidance for *any other* sources of HUD-administered funds for which the City might qualify, now or in the future.

ESG/Homelessness Prevention Strategy and Draft Budget – Staff has prepared a proposed strategy and draft budget for Council's consideration, included with this report. The strategy and draft budget approved by Council would form the substantive part of an amendment to the City's 2008 Action Plan, would be publicly noticed (in the Daily Review newspaper) for no less than 12 calendar days, and posted in its entirety on the City's website.

The ESG Homelessness Prevention amendment to the 2008 Action Plan is due to HUD within 60 days of the publication of HUD's March 19, 2009 ESG/Homelessness Notice. To meet this deadline, the complete document must be publicly noticed in the newspaper by May 7, 2009, and posted to the City's website as soon as possible.

ESG/Homelessness Prevention Funds may be used to prevent homelessness and/or to rapidly re-house people who are already homeless. Beneficiaries' incomes must not exceed 50% of the area median income, adjusted for household size. It is proposed that the City implement the activities described below over a three year period.

Coordination of Activities – HUD requires that the City coordinate with other Alameda County jurisdictions to ensure a strategic region-wide approach to prevent and alleviate homelessness. The City has participated in strategic planning sessions to coordinate ESG/Homelessness Prevention activities among Alameda County jurisdictions that wish to prioritize similar populations or services. In instances in which it would be most efficient and effective to do so, the City will partner with neighboring jurisdictions to jointly fund nonprofit providers that demonstrate the best capacity to address Hayward’s highest priorities under the program.

Procurement of Subrecipients - The competitive procurement process for selecting nonprofit providers is anticipated to include consideration of qualified applicants to the City’s existing Social Services and CDBG funding processes, which evaluate each applicant’s qualifications/experience, ability to meet the City’s contracting standards, capacity to meet HUD’s reporting requirements, and the reasonableness of the proposed cost per unit or type of service. In order to facilitate the timely selection of qualified service providers, on a case-by-case basis the City may choose to accept competitive procurement processes of fellow ESG-funded jurisdictions in lieu of facilitating discrete City procurement processes. As necessary, the City will publicly notice and undertake competitive RFP funding processes.

Strategy and Draft Budget – The purpose of the ESG/Homelessness Prevention Program is to prevent homelessness and/or to rapidly re-house people who are already homeless. Beneficiaries’ incomes must not exceed 50% of the area median income, adjusted for household size. HUD allows expenditures for housing services (case management, housing locators) and financial assistance (credit repair, utility/rent payments) to those at imminent risk of becoming homeless or those who are already homeless. HUD also allows modest expenditures for data collection, data analysis, and administration.

As depicted in the chart below, it is proposed that 80% of available funding be utilized to implement homelessness prevention activities and to rapidly re-house people who are already homeless. Services will include case management, financial assistance (move-in expenses, rent payments, utility payments, credit repair, etc.), and housing identification. It is expected that the limited number of affordable housing units will prevent families from moving immediately into affordable units. Therefore, the possibility of issuing “shallow” rent subsidies will be explored to prevent homelessness and quickly move homeless families into stable housing. (“Shallow” rent subsidies fill the gap between the monthly affordable rent and the actual rent.)

Approximately 15% of the funds would be used for County-wide activities, including centralized enrollment and data collection, modifications to the Alameda County HMIS system (Homeless Management Information System) to meet HUD reporting standards, HMIS expansion (to shelters and providers not already on-line), and data analysis. It is hoped that this modest infusion of funding into data analysis would produce valuable instruments whose usefulness would outlast the short-term nature of this ARRA-authorized funding.

Up to 5% of the funds may be used for administration of the program (procurement, contracting, environmental review, HUD reporting, progress payments, etc.), although the City is required to share the 5% with its subrecipients.

**HOMELESS PREVENTION AND RAPID RE-HOUSING PROGRAM  
SUMMARY AND DRAFT BUDGET**

		<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>3-Year Totals</u>
<b>Homelessness Prevention Activities</b>	<b>40%</b>	93,733	93,733	93,734	<b>281,200</b>
<ul style="list-style-type: none"> <li>▪ Case Management</li> <li>▪ Financial Assistance</li> <li>▪ Housing Identification</li> </ul>					
<b>Rapid Re-Housing of Homeless People</b>	<b>40%</b>	93,733	93,733	93,733	<b>281,200</b>
<ul style="list-style-type: none"> <li>▪ Case Management</li> <li>▪ Financial Assistance</li> <li>▪ Housing Identification</li> </ul>					
<b>County-wide coordination, collection, and management of data</b>	<b>15%</b>	35,150	35,150	35,150	<b>105,450</b>
<ul style="list-style-type: none"> <li>▪ Enhanced 2-1-1 call center</li> <li>▪ Outreach (to providers)</li> <li>▪ HMIS modifications</li> <li>▪ HMIS expansion</li> <li>▪ Data analysis</li> </ul>					
<b>Administration</b>	<b>5%</b>	11,717	11,717	11,716	<b>35,150</b>
<ul style="list-style-type: none"> <li>▪ 5% must be shared with subrecipients</li> </ul>					
<b>Totals:</b>	<b>100%</b>	<b>234,333</b>	<b>234,333</b>	<b>234,333</b>	<b>703,000</b>

**FISCAL AND ECONOMIC IMPACT**

The ESG/Homelessness Prevention Program is federally funded and therefore the City's General Fund will not be negatively impacted. Up to 5% of the grant may be used to pay for administrative expenses, which must be shared between the City and its subrecipients.

## **PUBLIC CONTACT**

*Citizen Participation Plan* – The City’s Citizen Participation Plan was revised to include guidance for including opportunities for public participation in planning for the use of ESG/Homelessness Prevention Funds. The process used to revise the document is summarized as follows:

- 4/1/09: A Special Public Meeting was conducted in order to solicit input from the community on the availability and use of funding available to the City through the American Recovery and Reinvestment Act of 2009. At that meeting it was announced that the City’s Citizen Participation Plan would be revised so that the City could apply to receive ESG/Homelessness Prevention Funds, and that the revised draft Citizen Participation Plan would be available for review beginning Monday, April 6, 2009 on the City’s website. It was further announced that the City Council would make a determination about the proposed revisions to the document at its April 21, 2009 meeting.
- 4/6/09: The revised DRAFT Citizen Participation Plan was posted in its entirety on the City’s website, at [www.hayward-ca.gov](http://www.hayward-ca.gov).
- 4/11/09: Public Notice was published in the Daily Review newspaper (copy attached).
- 4/15/09: At a properly noticed Regular Meeting of the Citizens Advisory Commission (CAC), the revised DRAFT Citizen Participation Plan was reviewed. After discussion, the CAC approved a motion to recommend to the City Council that at the Council’s April 21, 2009 meeting, the revised DRAFT Citizen Participation Plan should be adopted.

*ESG/Homelessness Prevention* - A Public Notice was published on March 19, 2009, announcing the availability of funding through the ESG/Homelessness Prevention Program. During that week, paper copies of the Public Notice were mailed or emailed to currently funded agencies, previously funded agencies, applicants from previous years, and everyone on the CDBG and Social Services mailing list (several hundred individuals and local agencies).

- 4/1/09: A Special Public Meeting was conducted in order to solicit input from the community on the availability and use of funding available to the City through the American Recovery and Reinvestment Act of 2009, including ESG/Homelessness Prevention Funding. Sixteen members of the public attended the meeting. There were several comments presented including:

Sergio Morales, an employee of the Tiburcio Vasquez Health Center, suggested that the City should encourage nonprofit agencies to work in partnership with other agencies to alleviate homelessness. He also suggested that services and outreach (such as meetings) to promote those services and programs be located in Hayward’s lower income neighborhoods so that residents could access services at locations proximate to their residences.

Sara Lamnin, a Citizens Advisory Commissioner and an employee of the Lincoln Child Center, suggested that the City should build on existing models of service, and not “reinvent the wheel.” She suggested that there are existing programs and collaborative models that

could be quickly enhanced and strengthened rather than using up time and resources developing new services with new providers.

Vincent Chiang, an employee of 4-C's of Alameda County, suggested that the City bear in mind that lower-income families rely on affordable sources of childcare, and that the City consider providing childcare vouchers. Peggy Guernsey, of the Citizens Advisory Commission, agreed with Mr. Chiang, adding in this (currently depressed) economy, parents shouldn't have to pass up employment opportunities due to lack of affordable childcare.

Sheila Burks, a Citizens Advisory Commissioner, suggested that the City coordinate with the Housing Authority, to explore ways that ESG/Homelessness Prevention funds could be leveraged.

Dawn Valdez, an employee of the Davis Street Family Resource Center, encouraged the City to consider creative ways to utilize the funds to assist shelter residents move into permanent housing, for example, by providing move-in deposits, moving expenses, and rent subsidies, if necessary.

It was further announced at the April 1, 2009 Special Public Meeting that the City Council would make a determination about the proposed use of ESG Homelessness Prevention Funds at its April 21, 2009 meeting.

Two additional, lengthier comments were submitted in writing to the City:

- March 26, 2009: "Abode Services" submitted its suggestion for providing a program called "Bridge Home," to divert families who are at imminent risk for homelessness into stable housing (attached).
- April 3, 2009: the Family Emergency Shelter Coalition submitted its suggestion for assisting with the City's program to prevent homelessness and provide rapid re-housing services to families who are already homeless (attached).

#### **SCHEDULE (or NEXT STEPS)**

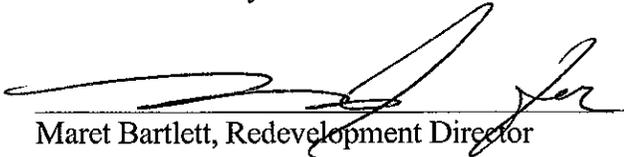
1. Adopt the updated Citizen Participation Plan.
2. Approve a strategy and draft budget for utilization of ARRA-authorized ESG/Homelessness Prevention Funds, thereby authorizing the submission of an amendment to the City's HUD-approved FY 08-09 Action Plan.
3. Prepare and publish the amendment to the City's FY 08-09 Action Plan, to allow no fewer than 12 days for public comment.
4. Incorporate comments received (if any) into the amendment and submit to HUD by May 18, 2009.

Prepared by:



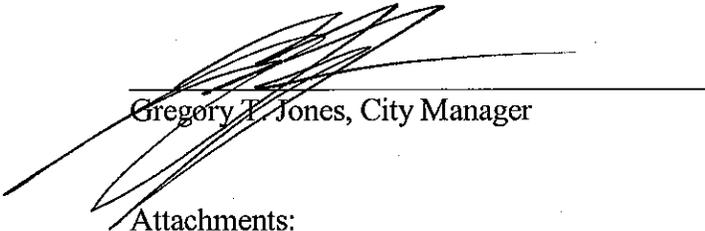
Anne Culver, Social Services Planning Manager

Recommended by:



Maret Bartlett, Redevelopment Director

Approved by:



Gregory T. Jones, City Manager

Attachments:

Revised Draft Citizen Participation Plan

Resolution Adopting the Citizen Participation Plan

Resolution Authorizing an Amendment to the City's FY 2008-09 Action Plan, to Include a Strategy and Draft Budget for Use of federal ESG/Homelessness Prevention Funds

Public Comment: FESCO

Public Comment: Abode Services

**DRAFT**



CITY OF  
**HAYWARD**  
HEART OF THE BAY

**CITIZEN  
PARTICIPATION  
PLAN**

(UPDATED 4/2009)

**FOR CDBG, HOME, AND  
OTHER HUD-ADMINISTERED  
FEDERAL FUNDING**

**CITY OF HAYWARD  
NEIGHBORHOOD SERVICES DIVISION  
777 B STREET, 2ND FLOOR  
(510) 583-4247  
WWW.HAYWARD-CA.GOV**

**CITY OF HAYWARD  
CITIZEN PARTICIPATION PLAN**

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**CITY OF HAYWARD  
CITIZEN PARTICIPATION PLAN**

**I. Citizen Participation Plan Overview**

Each year, the City of Hayward receives funding for housing and community development activities from the federal government through the US department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) and HOME Investment Partnership programs. Occasionally, the City may qualify for allocations of other types of HUD-administered funding. Federal regulations require the City of Hayward to adhere to a Citizen Participation Plan (CPP) that provides community members with an opportunity to participate in an advisory capacity in planning and assessing CDBG, HOME, and other HUD-funded programs.

The City of Hayward's CPP seeks to involve all City residents including low and moderate-income persons, persons living in blighted areas, members of minority groups, members of non-English speaking groups, residents of areas where a significant amount of federally-funded activity is proposed or ongoing, the elderly, the disabled, the business community, and civic groups interested in the CDBG, HOME, and other HUD-funded programs.

The Citizen Participation Plan describes HUD-funded programs in Hayward and citizen participation opportunities related to the CDBG, HOME, and other HUD-funded programs, as well as Annual Performance Reports, other Citizen Participation Issues, and managing the Citizen Participation Plan. For more information please call the City of Hayward's Neighborhood Services Division at (510) 583-4250.

**Citizen Participation Goals**

The goals of the City of Hayward's citizen participation process include:

- Providing residents with adequate and timely information about the range of activities that may be undertaken through its Block Grant program, the kinds of activities previously funded in the community, the level of funding available to carry out these activities, and an estimate of the amount of funds that will benefit low- and moderate- income persons;
- Providing an appropriate means to ensure the involvement of low and moderate-income residents most likely to be affected by the Block Grant Program and to provide reasonable efforts to ensure continuity of involvement of residents or resident organizations throughout all stages of the program;
- Providing residents with an adequate opportunity to articulate needs, express preferences about proposed activities, assist in the selection of priorities, and the development of the plans, applications and reports; and
- Providing residents with the opportunity to assess and submit comments on all aspects of the community development performance.

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**II. Federal Programs in Hayward**

The following program descriptions are provided to aid residents in understanding the types of HUD-funded housing and community development programs routinely conducted in the City of Hayward. Occasionally, other sources of HUD funding are available, and the following description is not intended to be an exhaustive list of the various potential sources of funding available to the City from HUD. Additional guidance regarding sources not specifically addressed in this section of the CPP are referenced in Section IV, Administration of the Citizen Participation Plan.

**A. Community Development Block Grant**

This program provides the City with a flexible source of funding for programs and projects ranging from infrastructure improvements to social service activities. Federal regulations stipulate that CDBG-funded activities must address at least one of the following federally-defined national objectives:

- Directly benefit lower-income persons,
- Be conducted in an area where more than 51 percent of the population is lower income, or
- Eliminate slum and blighting conditions.

CDBG programs and projects may address urban blight by making physical improvements in predominantly low-income neighborhoods, or by providing direct services to either low-income individuals or families or persons living in low-income neighborhoods. Definitions of low and moderate-income are provided later in this Plan.

The City of Hayward has identified the following areas of community need that may be addressed by CDBG-funded activities:

- **Ownership Housing** - Programs and projects to increase the percentage of homeowners including new housing development that is affordable to lower-income households. Eligible activities include the purchase and improvement of land to build homeowner units, rentals, and condominiums; the development of housing for the disabled and elderly; and the development of emergency housing.
- **Housing Rehabilitation** - The conservation and improvement of dwellings occupied by lower-income households. These activities include rehabilitation and minor home repairs.
- **Neighborhood Facilities and Improvements** - Acquisition, construction, reconstruction, rehabilitation or installation of eligible public facilities and improvements. Projects may include senior centers, centers for the disabled, curb ramps, removal of architectural barriers, parks, community gardens, playgrounds, and recreational facilities. The City Council has established a priority for facilities providing childcare or other youth services.

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- **Public Services** - Fair housing, housing counseling services, the investigation of housing discrimination complaints, housing placement assistance to lower-income households and other housing-related social services. HUD regulations limit the allocation of funds to public service activities to no more than 15 percent of each annual CDBG award.
- **Economic Development** - Acquisition of real property, construction or rehabilitation of commercial or industrial facilities, and assistance to nonprofit organizations and small businesses.
- **Commercial Rehabilitation** - Activities include facade improvements, emergency health and safety repairs, and handicap accessibility repairs when caused by facade improvements for commercial properties in the downtown redevelopment area.

The City of Hayward uses its annual CDBG allocation each year to fund a variety of housing and community development activities. The CDBG program operates on an annual basis; typically programs and projects are implemented during a 12-month period, i.e., the "program year." The program year coincides with the City of Hayward's fiscal year that begins July 1 and ends June 30 of the following calendar year. HUD planning and application regulations require that the City of Hayward begin preparing for a new program year in the fall of the preceding year. The City begins preparations in November for the allocation of funds that will be used during the program year that begins the following July.

**The Citizen Advisory Commission**

The City of Hayward's Citizen Advisory Commission (CAC) is the primary conduit for resident participation in all phases of the CDBG program and other programs funded by HUD. The CAC advises and makes recommendations to the City Council on the CDBG program including the identification of housing and community development needs, setting priorities, making recommendations regarding the annual allocation of CDBG funds, and amending Annual Action Plans. CAC members must be Hayward residents and are appointed by the City Council for four-year terms. The CAC includes low and moderate-income residents, representatives from non-English speaking groups, minority groups, and target neighborhoods. For more information about CAC membership, please contact the Hayward City Clerk's office at (510) 583-4400.

The CAC holds regular meetings in the evening that are noticed and open to the public. At these meetings, the CAC discusses CDBG-funded housing and community development activities and makes recommendations to the City Council, as appropriate. CAC meetings also provide an opportunity for community residents to participate in the assessment of current activities. The City of Hayward's Neighborhood Services Division staff supports the CAC and maintains records (agenda minutes, resolutions, etc.) for public review. CAC Agendas and Summary Notes are posted on the City's website for public review and comment.

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**Allocation Development Schedule**

The activities receiving CDBG funds must meet federal funding eligibility requirements and support locally defined housing and, community development goals and objectives. While the CDBG program is a federal program, the City is responsible for the allocation of these funds to specific programs and projects. The allocation process is designed to include resident participation at meetings, work sessions and public hearings.

To receive CDBG funding, organizations must attend an applicant workshop and complete and submit an application packet. City staff and the CAC review these materials and interview applicants. Both the CAC and City staff make advisory funding recommendations to the City Council. The City Council makes the final funding allocations. The following is the allocation development schedule for a typical program year; however this schedule may be adapted as necessary to meet urgent community needs.

<b><u>Month</u></b>	<b><u>Activity</u></b>
<b>July</b>	CAC establishes the allocation development schedule
<b>September</b>	CAC new member training: Brown Act & Conflict of Interest Law
<b>November</b>	30 Day Public Notice of federal CDBG Funding Availability
<b>December</b>	CDBG Funding Forum and Application Technical Assistance Workshop
<b>January</b>	CAC training in Proposal Evaluation CDBG Applications Due Appointment of CAC's Application Review Committee (ARC) ARC interviews CDBG applicants
<b>February</b>	CAC develops its "draft" Funding Recommendations City staff develops its "draft" Funding Recommendations 30-day Public Comment period
<b>March</b>	CAC and City staff finalize their respective Funding Recommendations 30-day Public Hearing Notice of City Council's intent to make CDBG allocations, which constitute the substantive portion of the subsequent year's Annual Action Plan.
<b>April</b>	City Council work session on CDBG Funding Recommendations City Council Public Hearing on its CDBG Allocations Draft Annual Action Plan due to Alameda County HCD
<b>May</b>	Final Annual Action Plan submitted to HUD

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**Annual Funding Forum**

Planning for a new program year begins with the Annual Funding Forum - typically scheduled for December. This meeting is designed to encourage low and moderate-income persons, members of minority groups, members of non-English speaking groups, and residents of targeted neighborhoods to express their views and ideas regarding community development and housing needs. The forum, sponsored by the CAC, presents the following information to Hayward residents and nonprofit organizations:

- CDBG program requirements and the annual application processes;
- The amount of CDBG funds anticipated to be available for eligible activities;
- The range of activities which may be undertaken with these funds; and
- Examples of projects funded during prior program years.

Forum participants are invited to discuss City needs in the areas of housing, economic development, and neighborhood revitalization. The discussion is structured to identify the needs of low and moderate-income households that can be addressed through the CDBG program and to identify activities to meet those needs. The project proposal submission, evaluation, and approval process and a timeline are also presented to facilitate resident participation.

**Proposal Evaluation and Funding Process**

The City of Hayward facilitates a proposal evaluation process to guide a fair and open process for evaluating, prioritizing, and selecting activities to receive funding. The following are examples of criteria considered during the proposal evaluation process, although additional factors may also be considered (e.g., City Council Priorities, unexpected or urgent local needs, etc.):

- Activity eligibility (with regard to HUD/CDBG program requirements),
- Activity meets a CDBG National Objective,
- Reasonableness of proposed cost,
- Subrecipient capacity to carry out the project (including fiscal/administrative controls),
- Priority of need to be addressed.

Based on the review of the funding proposals, and interviews with applicants, the CAC and City staff each prepare respective "draft" Funding Recommendations. After the "draft" Funding Recommendations are determined, there is a 30-day Public Comment Period during which members of the public, including applicants may submit or present comments to the CAC and/or City staff regarding the "draft" Funding Recommendations. At the conclusion of the 30-day Public Comment period, the CAC and City staff finalize their respective Funding Recommendations, which are subsequently forwarded to the City Council.

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In early April, the City Council conducts a work session during which it reviews and discusses the Funding Recommendations. A 30-day Public Hearing Notice is published in advance of the City Council meeting when the subsequent year's CDBG funding allocations are to be determined, and which will then become the substantive portion of the City's Annual Action Plan for Non-HOME Funds. The Public Hearing is scheduled to take place at a regular evening meeting of the City Council. City Council meetings are televised locally. People who have disabilities and wish to attend the Public Hearing in person are encouraged to request accommodations as needed.

The City's complete Annual Action Plan for Non-HOME Funds is developed each year in accordance with the housing and community development goals and objectives articulated in the City's five-year HUD-approved Consolidated Plan. The City of Hayward works with the Alameda County Department of Housing and Community Development to prepare the Annual Action Plan each year to:

- Identify the activities to receive an allocation of CDBG funds;
- Serve as an application for HUD funding; and
- Certify the City of Hayward's compliance with a variety of federal regulations.

A draft Annual Action Plan is prepared by the City of Hayward and published by the Alameda County Department of Housing and Community Development. For more information about the development of the Annual Action Plan please contact the Alameda County Department of Housing and Community Development at (510) 670-5398.

Copies of the complete draft Action Plan will be made available at the City of Hayward's Neighborhood Services Division. The Hayward City Council will consider any comments or complaints received in writing or at public hearings. A summary of the comments or complaints will be included with any documents submitted to HUD.

#### **Amending the Annual Action Plan**

As referenced previously, the purpose of the Annual Action Plan is the presentation of activities to receive CDBG funding. However, from time to time the City of Hayward may need to modify the Annual Action Plan. Changing the use of CDBG funds from one eligible activity to another will constitute a substantial amendment to the Annual Action Plan. An amended Annual Action Plan will be developed and published through a citizen participation process similar to that of developing the initial Annual Action Plan, however the time allowed for public review and comment of proposed revisions may be adapted as necessary to meet urgent community needs.

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**B. HOME Investment Partnership Program**

The City of Hayward receives funding from the HOME Investment Partnership through its participation in the Alameda County HOME Consortium. The HOME Consortium was established in 1991 to obtain an allocation of funds under the Affordable Housing Act of 1990 for the development or rehabilitation of affordable housing. The HOME Consortium includes the cities of Alameda, Fremont, Hayward, Livermore, Pleasanton, San Leandro, and Union City, and the Urban County jurisdictions of Albany, Dublin, Emeryville, Newark, Piedmont, and the unincorporated areas.

HOME funds may be used to acquire, rehabilitate, finance and construct affordable housing. The Alameda County Department of Housing and Community Development is responsible for preparing plans and reports required by federal HOME program regulations. Therefore, this Citizen Participation Plan will only provide a brief description of the citizen participation requirements for the HOME program. For more information regarding the HOME program, please contact the Alameda County Department of Housing and Community Development at (510) 670-5398.

**Alameda County HOME Consortium Five Year Consolidated Plan**

The Alameda County HOME Consortium Five Year Consolidated Plan is the primary long-range planning document for the City's HOME and CDBG programs, and consists of the following:

- A housing and community development needs assessment,
- An inventory of resources (including HOME and CDBG funds) available to address those needs,
- A five-year strategy with goals and objectives, and
- A one-year Annual Action Plan that identifies the specific activities to be implemented and presents the allocation of the City's HOME and CDBG funds for one fiscal year. Each year following the adoption of the Five Year Consolidated Plan, the City adopts a new Annual Action Plan.

As the lead agency for the Alameda County HOME Consortium, the Alameda County Housing and Community Development is responsible for coordinating the development of the Alameda County Consortium Five Year Consolidated Plan, and certain aspects of the development of the City of Hayward's Annual Action Plan. The Plan presents both county-wide information and information specific to each participating jurisdiction. City of Hayward staff prepares the section relevant to Hayward and its development includes citizen participation by Hayward residents.

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A new Five Year Consolidated Plan is developed every five years and includes community workshops and other related activities. The specific citizen participation process will be established by the County prior to preparing the Plan and will comply with the latest HUD regulations. For more information about the development of the Alameda County HOME Consortium Five Year Consolidated Plan please contact the Alameda County Department of Housing and Community Development at (510) 670-5398.

**Amending the HOME Consortium Annual Action Plan**

From time to time the City of Hayward, as a participant in the Alameda County HOME Consortium may wish to change its allocation of HOME funds. This action will require amending the HOME Consortium Annual Action Plan which originally presented the allocation to be modified. The Alameda County Housing and Community Development Department will issue a public notice on behalf of the City of Hayward announcing the amendments to the City's portion of the Alameda County HOME Consortium Annual Action Plan. Summaries of the draft version of the Amended HOME Annual Action Plan will be available in formats accessible to persons with disabilities, upon request. There will be a public review period of thirty days during which comments on the draft amended Plan may be made before the amendment is finalized. Comments may be registered in writing or orally at public hearings. The Alameda County HOME Consortium shall consider any comments or views of citizens received in writing or orally. A summary of the comments or views, and a summary of any comments or views not accepted and the reasons therefore, will be attached to the substantial amendment upon submission to HUD.

**III. Annual Performance Reports**

HUD requires the City of Hayward to prepare an Annual Performance Report on the activities funded through the CDBG program. The Annual Performance Report requirements typically include the preparation of narrative descriptions of each activity and quantitative analysis of the funds expended and services provided during the program year. Due to the variety of CDBG funded activities, the performance statistics for a given activity may include the number of households served along with other characteristics such as income and demographics or the number of public improvements completed during the program year. HUD frequently updates the regulations regarding the annual performance report. Therefore, this Citizen Participation Plan will focus on the citizen participation process for developing the Annual Performance Report rather than the contents of the report itself.

**Developing Annual Performance Reports**

A draft version of the Annual Performance Report will be developed by City staff and will be made available for a fifteen-day public review period. A notice for the public review period will be published in the Daily Review a local newspaper of general circulation. A summary of the draft Annual Performance Report will be made available in formats accessible to persons with disabilities,

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upon request. The complete draft Annual Performance Report will be made available at the City of Hayward Department of Community and Economic Development. A reasonable number of free copies of the Annual Performance Report will be provided to residents and groups that request them. A summary of the comments or complaints will be included with any documents submitted to HUD. Following the public comment period the final version of the Annual Performance Report will be submitted to HUD.

**IV. General Citizen Participation Issues and Federal Requirements**

**City Council Work Sessions and Public Hearings**

A City Council work session, attended by representatives of the Citizens Advisory Commission and open to the public, is conducted in April to review and discuss CDBG allocations for the subsequent year's Annual Action Plan. The work session precedes the Public Hearing when CDBG allocations are made.

There will be 30-day Public Notices of all Public Hearings, published in the Daily Review, a newspaper of general circulation. All notices will also be published in Spanish, which is the most prevalent language spoken in Hayward after English. In instances of urgent community need, the period of Public Notice may be abbreviated to as little as seven days, but in no case shall it be less than that permitted by HUD.

Public hearings on the CDBG program may be held at various points throughout the program year. In addition to the Public Hearing for the Annual Action Plan, at least one public hearing will be held during the development of the City's Five Year Consolidated Plan. The City will also publish a notice when the final version of any draft document has been submitted to HUD and will be made available upon request.

Meetings are scheduled at times and locations which permit broad participation by low-and moderate-income persons. When needed, translators are made available for non- English speaking attendees and the hearing-impaired. City staff can provide translation services upon request in at least eight languages. In addition, American Sign Language (ASL) interpreters are available upon request.

**Technical Assistance**

To facilitate the continued involvement of low and moderate-income persons, non-English speaking persons, and residents in areas most likely to be affected by the CDBG program, staff provides information and technical assistance to community organizations so they may adequately participate in planning, implementing, and assessing the CDBG program. If needed, City staff also provides technical assistance to groups developing project proposals.

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**Program Information**

The following information will be available to the public from the City of Hayward's Neighborhood Services Division:

- All CDBG program mailings and promotional materials.
- Records of hearings and CAC meetings, a summary of the proposal evaluation process, and by-laws of the CAC.
- All program documentation, including applications from prior program years, letters of approval, performance reports, quarterly evaluation reports, other reports required by HUD, and the proposed and approved application for the current program year.
- Copies of the HUD CDBG regulations governing the program.
- Explanation of program requirements, including contracting and operations procedures, environmental review policies, fair housing, and other equal opportunity requirements, relocation provisions, and the State Executive Order 12372 review process.
- The Citizen Participation Plan.
- Copies of written comments or complaints about the City's CDBG-funded housing and community development activities, the City's assessment of these comments or complaints, and a description of any actions taken.
- Copies of the Consolidated Plan and the Action Plan are available at the City's Neighborhood Services Division.
- All documents are available in Braille by written request. Please allow 5 working days for preparation.

City staff will provide translation services for Spanish speaking residents upon request. Assistance in other non-English languages is available as well. For hearing-impaired residents ASL interpreters will be provided with at least 24 hours of advance notice.

**Public Comments**

Citizens may submit comments or complaints by letter, facsimile, telephone, or in person regarding any aspect of the CDBG program by calling (510) 583-4250, or by faxing (510) 583-3650. Written comments should be sent to the following address. All written complaints will be answered in writing within 15 working days.

City of Hayward, Neighborhood Services Division  
777 B Street, Hayward CA 94541  
Attention: CDBG Program Manager

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When preparing the Annual Action Plan, the City of Hayward will consult with other public and private agencies that provide assisted housing, health services, and social services. The City of Hayward will also consult with adjacent units of general local government, including local government agencies with metropolitan-wide planning responsibilities where they exist, particularly for problems and solutions that go beyond a single jurisdiction.

### **Lead-Based Paint Hazards**

The Alameda County Department of Housing and Community Development, Lead Poisoning Prevention Program is the lead agency responsible for addressing lead-based paint hazards. The Program's mission is to prevent childhood lead poisoning. The Lead Poisoning and Prevention Offices are located in Oakland but their jurisdiction includes the City of Hayward. Information and home test kits are available free of charge. The Program's general information line is (510) 567-8280.

### **Administering the Citizen Participation Plan**

The Citizen Participation Plan (CPP) is subject to federal regulations that require resident participation during its initial development and any subsequent revisions. From time to time the City of Hayward may revise the CPP to reflect changes in HUD regulations or the citizen participation process.

To revise the CPP, a draft version of the revised CPP will be prepared by City staff and made available for a fifteen-day public review period. A notice for the public review period will be published in the Daily Review a newspaper of general circulation. A summary of the draft revised CPP will be made available in formats accessible to persons with disabilities, upon request. The complete draft revised CPP will be made available at the City of Hayward Neighborhood Services Division during the public review period. A reasonable number of free copies of the draft revised CPP will be provided to residents and groups that request them.

Following the public comment period, a Public Hearing will be held on the draft revised CPP at a time and location convenient to potential and current program beneficiaries and will accommodate persons with disabilities. A notice for the hearing will be published in the Daily Review a newspaper of general circulation. The notice will include a list of the locations where complete copies may be reviewed. The Hayward City Council shall consider any comments or complaints received in writing, or at public hearings.

Occasionally, the City may be eligible to apply for and/or receive other types of federal funding through HUD (e.g., ESG, etc.) to respond to emergency or urgent community needs. If the City's CPP does not include specific guidance for public participation for a particular type of HUD funding and urgent community need does not allow time for the normal process for revision of the CPP to include such guidance, the citizen participation requirements of the CDBG program may be used *or adapted* and used to permit the City to apply for and/or receive those funds. In such instances, citizen participation will be invited to the greatest extent possible, and in no case shall it be less than that which is required by HUD to qualify for those funds.

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**Anti-Displacement Plan**

The City of Hayward seeks to avoid temporary or permanent displacement of Hayward residents by City action whenever feasible. When displacement occurs as a result of federally-funded activities, The City of Hayward will act in compliance with Section (104) of the Housing and Community Development Act of 1974, as amended, to mitigate any negative impacts of federally-funded activities. Mitigating actions may include providing replacement low and moderate-income housing and appropriate relocation benefits to households displaced.

If relocation services are required, displaced persons will be given a written description of the City's Relocation Program. These materials include:

- Descriptions of replacement housing and relocation payments,
- Eligibility conditions,
- Procedures for obtaining payment,
- Advisory services,
- Explanation of the ninety-day advance notice,
- Assurance that the displaced cannot be required to move permanently unless at least one comparable replacement dwelling has been made available.

Benefits include a choice of three or more comparable replacement dwellings (if available) or replacement housing payments, transportation to inspect housing, payment for moving and related expenses, and counseling to minimize adjustment hardships. Real property will be acquired by negotiation only after a written appraisal. Owners will be offered just compensation and will be paid before surrendering possession of their property.

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**Glossary**

**Action Plan** - A plan submitted to HUD annual which specifically describes the allocation of CDBG funds to activities to be conducted in support of the priorities presented in the Consolidated Plan.

**CDBG** - The US Department of Housing and Urban Development's Community Development Block Grant program.

**Consolidated Plan** - A plan that includes a housing and community development needs analysis, a survey of resources available to address those needs, and a five-year strategy that includes goals and priorities for the use of CDBG funds. The Consolidated Plan must be updated every five years and serves as the strategic foundation for subsequent one-year Action Plans.

**Consortium** - An organization of geographically contiguous units of general local government that are acting as a single unit of general local government for purposes of the HOME program.

**HOME** - The US Department of Housing and Urban Development's HOME Investment Partnership Program. This program provides funds for affordable housing programs and projects.

**HUD** - The US Department of Housing and Urban Development.

**Income:** Please refer to the following HUD-defined income categories:

**Extremely Low-Income** - Total household income is between 0 and 30 percent of the median income for the area, as determined by HUD adjusted for household size.

**Very Low-Income** - Total household income does not exceed 50 percent of the median income for the area, as determined by HUD adjusted for household size.

**Low-Income** - Total household income does not exceed 80 percent of the median income for the area, as determined by HUD adjusted for household size.

**Moderate-Income** - Total household income does not exceed 120 percent of the median income for the area, determined by HUD adjusted for household size.

**Program Year** - The City of Hayward receives HUD funding and must complete several HUD-mandated tasks on an annual basis. The CDBG program operates according to a 12-month schedule that corresponds with the City's fiscal year - July 1 through June 30.

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**Other Housing and Community Development Resources**

The following agencies and organizations provide housing and community development services to Hayward -citizens. Please contact them if you have questions about any of their activities.

**Alameda County Housing Authority - General housing services (510) 538-8876**

**ECHO Housing - Fair housing and landlord-tenant dispute mediation (510) 581-9380**

**Eden Information and Referral - General housing services (510) 537-2552**

**OFFICIAL NOTICE OF PUBLIC HEARING  
HAYWARD CITY COUNCIL**

**DATE:** Tuesday, April 21, 2009  
**TIME:** 8:00 p.m.  
**PLACE:** City Hall Council Chambers  
777 B Street  
Hayward, CA 94541-5007

**NOTICE IS HEREBY GIVEN** that the City Council of the City of Hayward on Tuesday, April 21, 2009, at the hour of eight (8) o'clock p.m.; or as soon thereafter as the same may be heard, at the location noted above, will conduct a public hearing regarding:

**REVISED AND UPDATED CITIZEN PARTICIPATION PLAN**

The Citizen Participation Plan is being revised in order to allow the City of Hayward to qualify for additional funding (from HUD) authorized by the American Recovery and Reinvestment Act of 2009. Due to the community's urgent need for these resources, the period for public comment on the DRAFT revised and updated Citizen Participation Plan is being shortened from 15 to 10 days.

All interested persons are invited to attend the meeting to speak or offer written comments regarding this allocation. The DRAFT revised and updated Citizen Participation Plan is available for review on the City's website at [www.hayward-ca.gov](http://www.hayward-ca.gov), or in hard copy by calling 510-583-4250. Comments may be submitted by email, by phone, or in person.

On Wednesday, April 15, 2009, at 6:30 PM, the Citizens Advisory Commission (CAC) will discuss the DRAFT revised and updated Citizen Participation Plan and public comments are welcome at that meeting. The location of the CAC meeting is 777 B Street, Room 2A, Hayward CA 94541.

**FOR ADDITIONAL INFORMATION CONTACT:**  
Anne Culver, Social Services Planning Manager  
City of Hayward, 777 B Street, Hayward CA 94541-5007  
(510) 583-4250

**PLEASE TAKE NOTICE** that if you file a lawsuit challenging any final decision on the subject of this notice, the issues in the lawsuit may be limited to the issues which were raised at the City's public hearing or presented in writing to the City Clerk at or before the public hearing. By Resolution No. 87-181 C.S., the City Council has imposed the 90-day time deadline set forth in C.C.P. Section 1094.6 for filing of any lawsuit challenging final action on an item which is subject to C.C.P. Section 1094.5.

**ASSISTANCE** will be provided to those requiring accommodations for disabilities in compliance with Americans with Disabilities Act of 1990. Persons needing accommodation should contact the City Clerk's Office 48 hours in advance of the meeting at (510) 583-4400, or by using the TDD line for those with speech and hearing disabilities at (510) 247-3340.

**DATED:** April 11, 2009  
Miriam Lens, City Clerk  
City of Hayward

**AVISO SOBRE AUDIENCIA PUBLICA  
CONDUCTIDA POR EL CONCEJO MUNICIPAL  
DE LA CIUDAD DE HAYWARD**

**FECHA:** Martes 21 de Abril del 2009  
**HORA:** 8:00 p.m.  
**LUGAR:** City Hall Council Chambers  
777 B Street  
Hayward, CA 94541-5007

**POR ESTE MEDIO SE NOTIFICA QUE:** El Concejo Municipal de la Ciudad de Hayward llevará a cabo una Audiencia Pública el Martes 21 de Abril del 2009 a las 8:00 PM o tan pronto como el mencionado asunto sea discutido el lugar mencionado arriba.

El propósito de la Audiencia esta relacionado con:

**LA ENMIENDA Y LA ACTUALIZACION DE EL PLAN DE PARTICIPACION CIUDADANA**

El Plan de Participación Ciudadana se está revisando a fin de permitir que la Ciudad de Hayward a beneficiarse de una financiación adicional (de HUD) autorizada por la "AMERICAN RECOVERY & REINVESTMENT ACT OF 2009." Debido a la urgente necesidad de la comunidad de estos recursos, el plazo para comentarios públicos sobre el proyecto de revisión y actualización del Plan de Participación Ciudadana se acortó de 15 a 10 días.

Todas las personas interesadas están invitadas a hacerse presente a la audiencia para presentar sus comentarios orales o escritos sobre el Plan de Participación Ciudadana enmendado y actualizado, el cual está disponible al público en el sitio Internet de la ciudad en [www.hayward-ca.gov](http://www.hayward-ca.gov). También se puede obtener una copia en papel llamando al 510-583-4250. Se pueden proveer comentarios por correo electrónico, por teléfono o en persona.

El Miércoles 15 de Abril del 2009 at las 6:30 PM, en su reunión mensual, el Consejo de Ciudadanos (CAC) discutirá el Plan de Participación Ciudadana enmendado y actualizado. Habrá un espacio para comentarios públicos durante dicha reunión. El lugar de la reunión del Consejo de Ciudadanos es el 777 B Street, Salón 2-A, Hayward CA 94541.

**PARA MÁS INFORMACIÓN:** Anne Culver, Ciudad de Hayward  
777 B Street, Hayward CA 94541-5007

**POR FAVOR TOME NOTA** que si usted inicia acción legal para impugnar cualquier decisión final referente a la materia de esta notificación, ésta será limitada a los temas que fueron tratados en la audiencia pública o presentados por escrito a la secretaría municipal "City Clerk" durante o antes de dicha audiencia. El Concejo Municipal de la Ciudad de Hayward ha adoptado la Resolución No. 87-181 C.S., que impone un límite de noventa (90) días, establecido por el Código de Procedimiento Civil (C.C.P.) Sección 1094.6, para iniciar un juicio impugnando la acción final relacionada a cualquier tema de la agenda que sea sujeta al C.C.P., Sección 1094.5.

**ASISTENCIA Y ACOMODACIONES** serán provistas a personas incapacitadas para así cumplir con los requisitos de la ley Para Americanos Discapacitados de 1990. Las personas interesadas deben hacer su petición de estos servicios 48 horas antes de la audiencia, llamando a la oficina de la "City Clerk" al teléfono (510) 583-4400 o TDD (510) 247-3340.

**FECHA:** 11 de Abril del 2009  
Miriam Lens, Secretaria Municipal  
Ciudad de Hayward



March 26, 2009

Ms. Elaine de Coligny  
EveryOne Home  
224 W. Winton Ave., Room 108  
Hayward, CA 94544

Re: Interest in providing a county-wide Rapid Re-Housing and Shelter Diversion Program as part of the Alameda County Homeless Prevention and Rapid Re-Housing Program (HPRP)

Dear Elaine:

Abode Services is interested in developing and implementing a county-wide Rapid Re-Housing and Shelter Diversion Program in Alameda County in response to the solutions engendered through HUD's Homeless Prevention and Rapid Re-Housing Program (HPRP). Abode Services also recognizes it has an important role as an Alameda County service provider to be a proactive contributor to the local HRRP design process and we are taking the opportunity in this letter to share our initial analysis of the program elements necessary for a successful county-wide HPRP project. Finally, we are enclosing a summary outline and supporting documents for a potential county-wide Homeless Prevention and Rapid Re-Housing Program.

Abode Services is uniquely placed to provide program design input specifically for the Rapid Re-Housing and Shelter Diversion program component of the local response to HPRP. Abode Services has successfully operated housing subsidy programs for over 10 years and is currently operating six housing subsidy programs that support homeless families, homeless single adults and transition age youth living with disabilities, and youths emancipating from foster care. Services in these programs include: housing services (including HQS, landlord locator, lease implementation, and housing retention services), coordination, social services, accounting, data collection, evaluation, compliance and reporting. We also collaborate with various other agencies, when necessary, to secure services and benefits that meet the needs of each individual or household.

Ms. Elaine de Coligny  
EveryOne Home  
Page 2

Through the implementation of our various housing programs, we have developed a clear understanding of the program elements necessary for a successful Alameda County Rapid Re-Housing and Shelter Diversion Program.

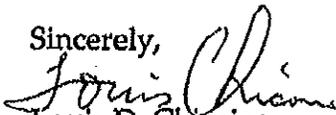
Vital program elements include:

1. **Client Centered** - including strength based focus, harm reduction engagement and careful, individualized attention to housing needs (i.e. unit size and location);
2. **Portfolio of apartment units/landlords** - available and open to entering into tenant based leases;
3. **Collaboration with outside resources** - based on needs of clients including sub-contracts and referral MOUs;
4. **Strong accounting and compliance** - effective housing program must staff with financial and compliance experience and skills;
5. **Program scale** - large enough to ensure program financial feasibility that supports appropriate staffing levels for effective services;
6. **Appropriate administration cost coverage** - necessary to ensure fundamental oversight and accountability systems are in place.

Also enclosed, you will find a summary outline for a County-Wide Rapid Re-Housing and Shelter Diversion Program that we propose be named BridgeHome. The summary outline is meant to represent our initial thinking and planning for such a county-wide effort and we do not claim it is either complete or comprehensive. Best planning happens with involvement from stakeholders throughout the community. Along with our summary outline, we are including a preliminary BridgeHome project budget, a spreadsheet identifying housing placement options and their attendant costs, a set of four charts describing projected housing placement, point-in-time placement and graduated flows assumed in BridgeHome.

During this short window of opportunity, we look forward to partnering with the agencies and individuals in Alameda County who share our commitment to create an effective housing program that will move us toward our goal to end local homelessness for families and individuals. We very much want to stay in conversation about possibilities to provide secure housing options for homeless families and individuals in Alameda County.

Sincerely,

  
Louis D. Chicoine  
Executive Director

# **BridgeHome**

## **Alameda County's**

### **Rapid Re-Housing and Shelter Diversion Program**

#### **Summary Outline**

**Objective:** To divert homeless households (families as well as individuals) seeking shelter into sustainable housing options and to rapidly re-house households, who are homeless or at risk of becoming homeless, into tenant-based housing through short, medium, or longer medium-term rental assistance.

**Target Population:** Families and individuals, living in Alameda County, who are homeless or verifiably at risk of becoming homeless. Regional targeting may correspond to the data collected through the Homeless Count/Survey on the demographic composition of each region's homeless population (i.e. single homeless adults in Berkeley are in greater numbers than homeless families).

**Primary Outcome:** Securing housing for 420 households or 1,020 adults and children who are either homeless or verifiably at risk of becoming homeless. At the end of the subsidy period, at least 80% of these household would retain their housing. The budget and other projection documents assume that of the 420 households served over the three-year period, 120, or 29%, will be single adult households and 300, or 71%, family households. This assumed allocation, along with other assumptions, will need to be analyzed to determine the appropriate geographic distribution for Alameda County.

**Scale and Method:** The National Alliance to End Homelessness (NAEH) has set out guidelines for local planning for the Homeless Prevention and Rapid Re-Housing Program (HPRP) which is described at this link: <http://www.endhomelessness.org/section/prevention/>. These guidelines describe a rapid re-housing program which assumes up to two-thirds of the total HPRP funding. We recommend that an appropriately scaled program be operationalized through a unified contract with a single jurisdiction selected to administer Alameda County's Homeless Prevention and Rapid Re-Housing Program contracts. A contractor could assume responsibility for coordination and housing services for BridgeHome (name proposed in our Letter of Comment). Sub-contracts with specific regionally focused agencies could be established for effective social service coordination that ensures BridgeHome participants are linked to resources that best meet their needs and are readily accessible within the region they are living.

**Access/Location:** Access is crucial to the success of BridgeHome. There will be at least four paths to housing placement: the 211 Info Line, telephonically to other county agencies, web-

based, and client walk-ins on-site. We suggest that the 211 system be enhanced, through HPRP funding, to specifically enable its staff to direct appropriate candidates to BridgeHome services upon their initial phone call. BridgeHome offices will be equipped with a phone system which allows for a large volume of calls, while providing specific next step information and instructions for inquiries during non-business hours. Work schedules for BridgeHome housing staff would be staggered and allow for more extended business hours (i.e. staff available on the weekend). BridgeHome would have a dedicated web-page with updated program information and potential, privacy-protected, wait information (i.e. number in line being served information). Housing staff would also have cell phones allowing program participants greater access to on-going services. On-call status would be assigned on a rotating basis to allow for emergency response.

The main housing office would potentially be located in North-Central Alameda County. Housing Specialists will be mobile with Wi-Fi equipped laptops that will allow them to provide services at sites most accessible to program participants. To the extent possible, contractor could negotiate site access for office hours at feeding sites and one-stop/multi-service/family resource centers (i.e. Fremont and Livermore).

**Coordination:** A project like this cannot be successful without effective coordination with private and public entities. The Program Manager will be responsible for ensuring effective system coordination. This position will also be responsible for conducting provider forums that will educate providers on available service access points and will assist in securing additional commitments for provision of various services to program participants.

**Housing Services:** A myriad of services must be outlined and in place to ensure successful outcomes for subsidized housing participants. A partial list, far from exhaustive, includes housing/landlord location, rent reasonableness evaluation, tenant readiness coaching, housing plan development, tenant lease addendum preparation, tenant/landlord mediation, housing sustainability planning, income verification, benefit eligibility, credit repair counseling, subsidy invoicing and payment, data collection (i.e. HMIS), and compliance and reporting. A sample job description for a Housing Specialist in this program is available upon request.

BridgeHome would necessarily provide a range of housing options. Outlined below, is a potential division of housing placement types:

1. **Shelter Diversion:** 45 households placed annually and 100 total placements. A total of \$900 to \$1,350 subsidy per household. These subsidies would be used as a means to divert households, who are homeless and seeking shelter, into housing or to sustain their housing with family or friends.

2. **Short-Term Rapid Re-Housing:** 35 households placed annually and 75 total placements. Rental subsidies for six months, at an average of \$725 to \$1,000 per month, with subsidies graduating down starting in the third month.
3. **Medium-Term Rapid Re-Housing:** 80 households placed annually and 135 total placements. Rental subsidies for twelve months, at an average of \$725 to \$1,000 per month, with subsidies graduating down starting in the sixth month.
4. **Longer Medium-Term Rapid Re-Housing:** 60 households placed annually and 110 total placements. Rental subsidies for eighteen months, at an average of \$725 to \$1,000 per month, with subsidies graduating down starting in the thirteenth month.

Housing Services staff would be cross-trained in critical job responsibilities, including Housing Quality Standards (HQS) certification. All 420 subsidy units will need to meet HUD's habitability standards through an initial HQS and periodic re-inspections.

All subsidy contracts will be reviewed for continued eligibility and program compliance after a household has been housed for 3, 6, 9, 12, and 15 months. HUD allows the granting agency to determine the amount of rental assistance, including the ability to provide shallow subsidies. We recommend that rent assistance be provided initially at the 30% of household income level and then graduate down as the household prepares to leave rental assistance.

With the goal of participants attaining housing stability and sustainability, the Housing Services staff will establish a "Housing Academy" to provide consumer-based training in essential housing retention knowledge/skills. The Housing Academy will be held monthly at various locations throughout Alameda County. Included will be trainings in: tenant rights and responsibilities, money management, conflict resolution, how to make a home, and how to be a good neighbor and a part of your community. Housing Services staff will invite guest speakers (such as fair housing, finance or interior design experts) to present at the Housing Academy. Participation in the Housing Academy would be voluntary and not required to continue rental assistance.

**Social Services:** Supportive services are vital to this program and must be provided to ensure strengths-based plans for achieving holistically oriented goals are in place for participants who need and desire these services. We encourage a "Housing First" model, recommended by the National Alliance to End Homelessness (NAEH), be utilized for BridgeHome. The Dennis Culhane study (<http://www.endhomelessness.org>) and other research demonstrates that housing, not services designed to "fix" them, should be the primary focus of moving homeless people into homes and out of homelessness. The housing first model encourages services that are voluntary, housing and income focused. These

services may include assessment of presenting strengths and barriers, benefits acquisition, securing of child care, transportation, employment, and referrals to other essential services.

The sample budget enclosed assumes four Service Coordinators who will integrate social services with housing services on a daily basis, with a bi-weekly case conferencing meeting. These Service Coordinators may be from agencies most experienced with the social service network of a given region. For instance, a Berkeley homeless service provider might provide service coordination in Berkeley. Two other agencies may focus on Oakland and mid-county (i.e. Building Futures for Women and Children), while the City of Fremont Family Resource Center staff might focus on the southern and eastern areas of Alameda County.

**Alternate Service Approach:** It has been Abode Services' experience, through its operation of other housing programs, that collaborating service providers participating in housing subsidy programs often fail to deliver high quality services at the quantity of services needed (i.e. case load levels) to justify their fixed contracts. BridgeHome may be a good opportunity to implement a new social services approach involving a fee for service model. Several key providers could serve as primary providers with fee for service contracts and additional providers could be added after participation in program training. The providers would also have capped fee contracts. This approach can truly benefit program participants, by ensuring that both quality and quantity of services are available. At the same time, it would add the challenge of additional monitoring at the grantee and sub-grantee levels.

**Budget Assumptions:** The outcome numbers described in this summary outline assume Budget Option A, which is 66.2% or about two-thirds of the total \$7.5 million HPRP funding available in Alameda County (not including additional State of California HCD HPRP funds that may or may not come to the County). Other potential sources, such as TANF, which can cover rental assistance for TANF families for four months, and Transitional Housing Assistance Grants, for Victims of Domestic Violence, are not included. Budget Options B and C are not enclosed, but are available upon request. This Budget proportions resources as follows: 63.93% for direct housing subsidy assistance, 5.88% for program coordination, 13.74% for housing services, 11.78% for social services, 4.67 operating costs, and 3% for administration overhead.

**Implementation Strategy:** Abode Services is eager to respond to a large, growing and urgent need for the quick and efficient implementation of the Homeless Prevention and Rapid Re-Housing Program resources in Alameda County by applying our ten years of housing and social service experience capacity to the BridgeHome effort. If selected to implement BridgeHome, Abode Services would: 1) ramp up its efforts to do collaborative program planning around HPRP; 2) assign current Abode Services housing and management staff to begin operationalizing program components necessary to hit the ground running on 9/30/2009 (we understand these cost may or may not be reimbursable under the HPRP pre-award administration cost category); 3) begin a pre-contract hiring process up to actual

employment offers; 4) begin searching for suitable office space; and, 5) begin identifying and securing collaborative partners.

**On-going Sustainability:** It is hard to image that there won't be an on-going need for this Rapid Re-Housing and Shelter Diversion Program. When considering the likelihood that the local economy, and specifically the local housing market, will continue to affect homelessness and that new construction of affordable housing units will lag behind need, the rapid re-housing and shelter diversion model will remain a viable and cost-effective way to prevent/end a significant portion of local homelessness. In view of these realities, it would be prudent to consider the long-term outcomes for BridgeHome that include sustaining it after the HPRP funding has expired. We recommend assertive planning and policy development (i.e. a local permanent source) continue. There are opportunities for sustaining the program which may already be available, including better coordination of TANF emergency funds, reprogramming of local SHP funds, and the potential for funding programs, such as HOME, to pay a portion of the rental subsidy assistance costs.

**Timeline:**

<b>July 2, 2009</b>	HUD's substantial amendments review process completed
<b>To be determined</b>	Local housing and prevention service providers selected
<b>To be determined</b>	Providers begin planning by meeting with interested parties to design programs
<b>Sept. 1, 2009</b>	HUD executes local grant contracts
<b>Sept. 1, 2009</b>	Selected contractor will begin finalizing its search for the BridgeHome Program Manager and other housing positions, as well as begin its work on securing landlord commitments
<b>Sept. 30, 2009</b>	Local provider contracts are signed and put in place
<b>October 1, 2009</b>	Selected contractor would assign a portion of its current housing staff to begin implementation of BridgeHome while new staff is hired.
<b>October 10, 2009</b>	Initial performance report is due to HUD (serves as 1 <sup>st</sup> qtr report)
<b>October 30, 2009</b>	First participants are placed in housing with rental assistance contracts
<b>Sept. 1, 2011</b>	HUD's two-year statutory 60% expenditure deadline, BridgeHome payout plan calls for a conservative 71% expenditure by this date

# Rapid Re-Housing Shelter Diversion Sample Budget Option A

(420 households; 300 families 120 individual households; 1020 adults and children)

Expenses	Total 3 Years*	Total 1 Year
<b>Housing Costs</b>		
Housing Subsidies for 420 Households (100 Shelter divert, 75 short term, 135 Mid term, 110 longer term)	\$2,783,000	\$1,545,625
Security Deposit, credit checks, Move-in	\$250,000	\$125,000
Emergency Gap (i.e. Motel Vouchers)	\$50,000	\$25,000
<b>Subtotal</b>	<b>\$3,083,000</b>	<b>\$1,695,625</b>
<b>Salaries</b>		
<b>Coordination</b>		
Rapid Re-Housing Program Manager 1 FTE	\$174,000	\$58,000
Program Supervision .20 FTE	\$52,800	\$17,600
Benefits @ 25%	\$56,700	\$18,900
<b>Subtotal</b>	<b>\$283,500</b>	<b>\$94,500</b>
<b>Social Services</b>		
Service Coordinator - 1 FTE (caseload of 30-40)	\$105,000	\$42,000
Service Coordinator - 1 FTE (caseload of 30-40)	\$105,000	\$42,000
Service Coordinator - 1 FTE (caseload of 30-40)	\$105,000	\$42,000
Service Coordinator - 1 FTE (caseload of 30-40)	\$105,000	\$42,000
Clinical supervision- .25 FTE	\$34,375	\$13,750
Benefits @ 25%	\$113,594	\$45,438
<b>Subtotal</b>	<b>\$567,969</b>	<b>\$227,188</b>
<b>Housing</b>		
Housing Specialist - 1 FTE	\$110,000	\$44,000
Housing Specialist - 1 FTE	\$110,000	\$44,000
Housing Specialist - 1 FTE	\$110,000	\$44,000
Housing Clerk- 1 FTE	\$90,000	\$36,000
Accounting Clerk .5 FTE	\$56,250	\$22,500
Program Supervision .25 FTE	\$53,750	\$21,500
Benefits @ 25%	\$132,500	\$53,000
<b>Subtotal</b>	<b>\$662,500</b>	<b>\$265,000</b>
<b>Total salaries &amp; benefits</b>	<b>\$1,513,969</b>	<b>\$586,688</b>

<b>Expenses</b>	<b>Total 3 Years*</b>	<b>Total 1 Year</b>
<b>Operating</b>		
Rent (\$2,200 x 12 mths)	\$66,000	\$26,400
Telephone/ DSL/WI-FI/IT/cell contract (\$800/mo)	\$24,000	\$9,600
Utilities	\$4,000	\$1,600
Copy Machine Lease (\$235/mo)	\$7,050	\$2,820
Computers (9 plus printer)	\$11,000	\$8,500
Office Supplies (\$200/Mo)	\$7,200	\$2,400
Mileage ( 7 FTE staff x \$225 per mth x 12 mths)	\$54,000	\$21,600
Insurance (office)	\$1,010	\$404
Staff training	\$3,375	\$1,350
Legal Services	\$2,500	\$1,000
Web Page Set-up and maint.	\$10,000	\$7,500
Office set-up (improvements, furniture, etc.)	\$35,000	\$35,000
<b>Total Operating</b>	<b>\$225,135</b>	<b>\$118,174</b>
<b>Sub-Total (Operating and Staffing)</b>	<b>\$1,739,104</b>	<b>\$704,862</b>
<b>Sub-Total (Operating, Staffing and Housing)</b>	<b>\$4,822,104</b>	<b>\$2,400,487</b>
Admin. Overhead (3%)	\$144,663.	\$72,015
<b>Grand Total</b>	<b>\$4,966,767</b>	<b>\$2,472,501</b>

\* Most non-housing costs are prorated at 2 and half years to account for ramp up and scale down.

### Proportional Breakout

Housing assistance	63.93%
Coordination	5.88%
Housing Services	13.74%
Social Services	11.78%
Operating Expenses	4.67%
Admin	3.00%

## Rapid Re-Housing & Shelter Diversion Housing Placements

### Families

#### Shelter Diversion (for sustain housing with family/friends)

# Served	Per Part.	Total	Grand
1 yr/total	Households	Year One	Total
35/75	\$1,350	\$47,250	\$101,250

#### Rehousing short Term 6 months (\$1,000 per month assumed graduated down starting month 4)

# Served	Per Part.	Total	Grand	months 1-3	month 4	month 5	month 6
1 yr/total	Households	Year One	Total				
25/50	\$4,000	\$100,000	\$200,000	\$2,550	\$700	\$500	\$250

#### Rehousing middle Term 12 months (\$1,000 per month assumed graduated down starting month 6)

# Served	Per Part.	Total	Grand	months 1-6	month 7	month 8	month 9	month 10	month 11	month 12	month 13
1 yr/total	Households	Year One	Total								
75/125	\$8,100	\$607,500	\$1,012,500	\$5,100	\$750	\$650	\$550	\$450	\$350	\$250	0

#### Rehousing longer Term 18 months (\$1,000 per month assumed graduated down starting month 13)

# Served	Per Part.	Total 1 year	Grand Total	months 1-12	month 13	month 14	month 15	month 16	month 17	month 18	month 19
1 yr/total	Households	Year One	Total								
30/50	\$13,200	\$396,000	\$660,000	\$10,200	\$750	\$650	\$550	\$450	\$350	\$250	0

## Single Adults

### Shelter Diversion (for sustain housing with family/friends)

# Served	Per Part.	Total	Grand
1 yr/total	Households	Year One	Total
10/25	\$900	\$9,000	\$22,500

### Rehousing short Term 6 months (\$1,000 per month assumed graduated down starting month 6)

# Served	Per Part.	Total	Grand	months 1-3	month 4	month 5	month 6
1 yr/total	Households	Year One	Total				
10/25	\$3,000	\$30,000	\$75,000	\$1,875	\$500	\$375	\$250

### Rehousing middle Term 12 months (\$1,000 per month assumed graduated down starting month 6)

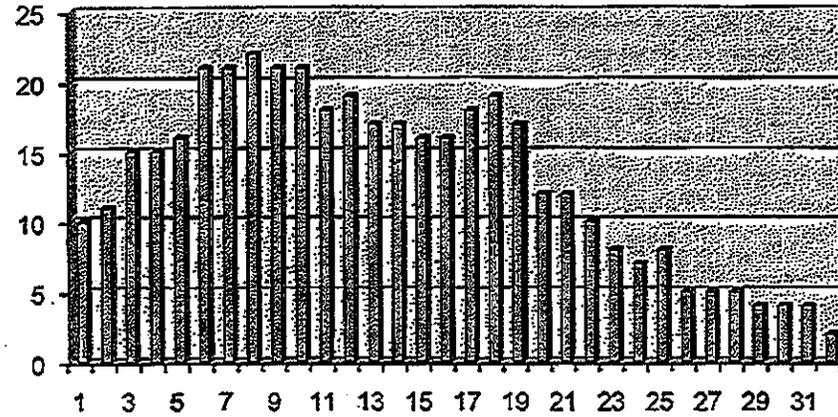
# Served	Per Part.	Total	Grand	months 1-6	month 7	month 8	month 9	month 10	month 11	month 12	month 13
1 yr/total	Households	Year One	Total								
5/10	\$5,925	\$29,625	\$59,250	\$3,750	\$550	\$475	\$400	\$325	\$250	\$175	0

### Rehousing longer Term 18 months (\$1,000 per month assumed graduated down starting month 6)

# Served	Per Part.	Total 1 year	Grand Total	months 1-12	month 13	month 14	month 15	month 16	month 17	month 18	month 19
1 yr/total	Households	Year One	Total								
30/60	\$10,875	\$326,250	\$652,500	\$8,700	\$550	\$475	\$400	\$325	\$250	\$175	0

### Housing Placement Flow

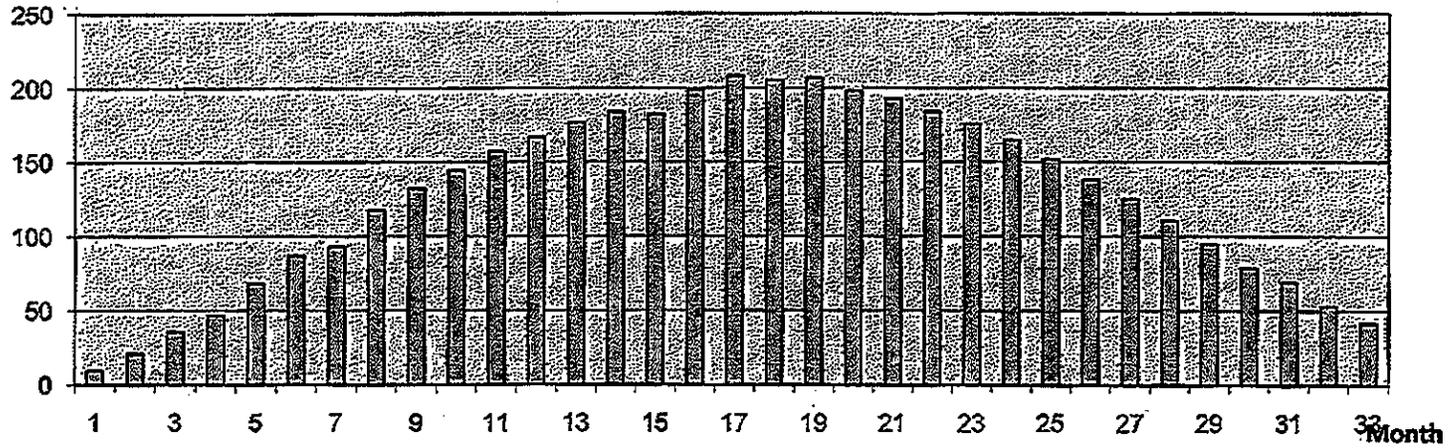
Households



Month

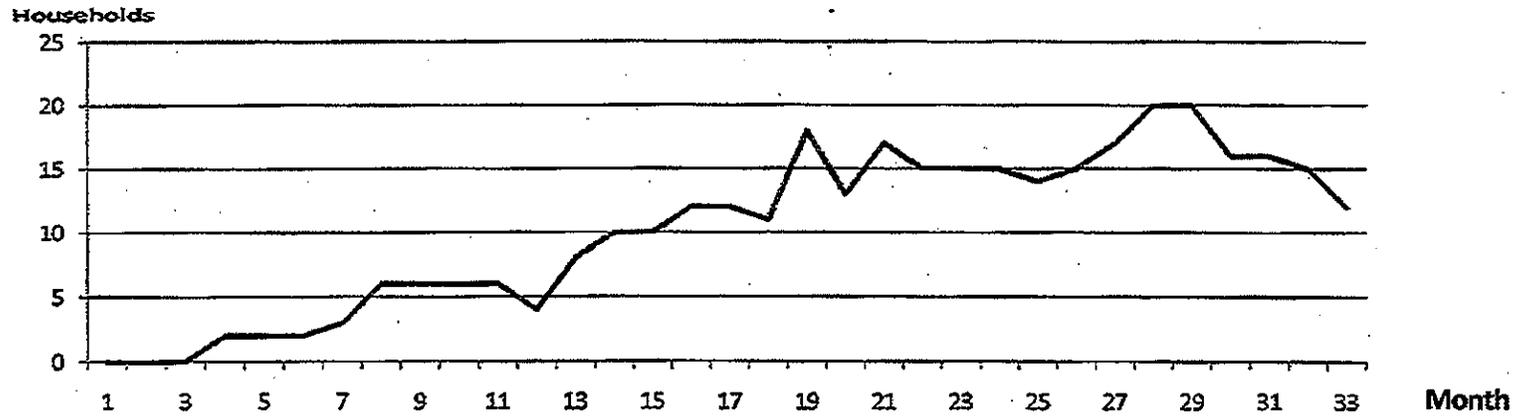
### Housed Point - In Time

Households

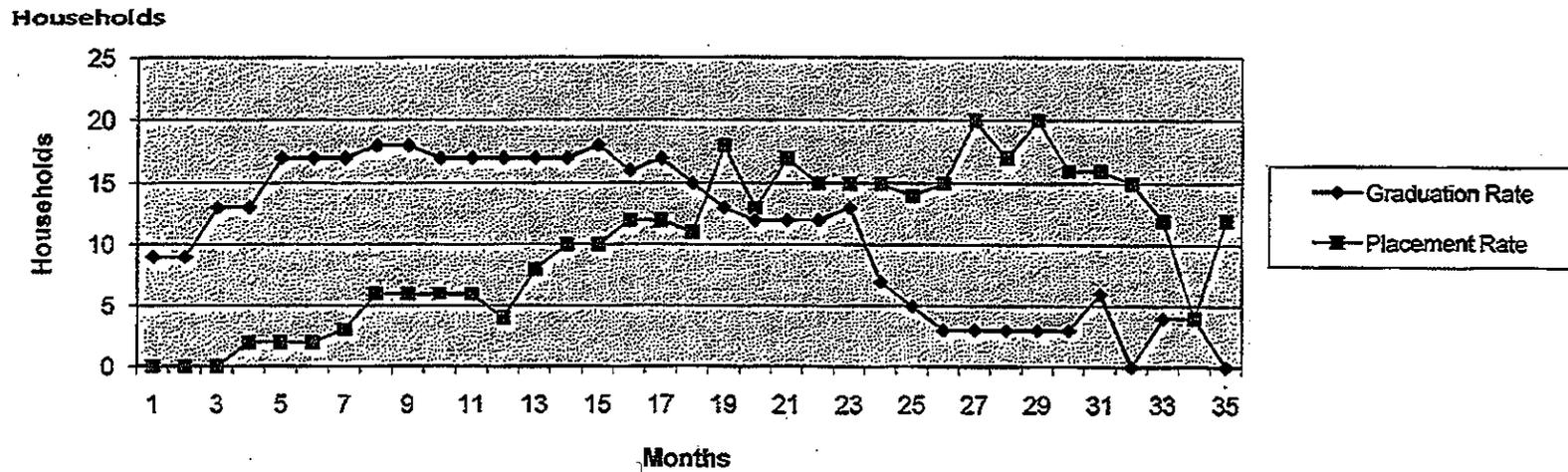


Month

### Graduation Rate



### Placement Graduate Flow





## **Rapid Re-Housing and Shelter Diversion Program Experience Statement**

Abode Services has extensive experience operating Tenant-Based Rental Assistance (TBRA) programs that provide an effective model for basing a county-wide Rapid Re-Housing and Shelter Diversion Program on for Alameda County. Abode Services, formerly Tri-City Homeless Coalition, is a founding member of the McKinney Linkages Program, a seven-member TBRA collaborative created 10 years ago. Each year, we work with our collaborative partners to provide subsidized transitional housing, plus services, to 47 homeless families, scattered throughout the cities (excluding Berkeley) of Alameda County. Abode Services is responsible for coordinating the administration of the Collaborative, as well as providing a portion of the social services and all of the rental assistance and leasing services for participants in the program. Since it began in 1998, the McKinney Linkages Program has successfully served 540 homeless families. The performance of the program has exceeded the national goal to consistently maintain 61% of its participating families in transitional housing. For the last three years, eighty-six percent (86%) of the participants who successfully exited the program had permanent housing, and 67% were employed. In addition, eighty-four percent (84%) of the participants who successfully exited the program retained their housing for at least six months after their subsidy ended.

While the McKinney Linkages Program provides the most appropriate model for creating a county-wide Rapid Re-Housing and Shelter Diversion program in Alameda County, Abode Services also operates additional programs based on alternative housing subsidy models. These programs include:

1. **Tri-Valley Housing Scholarship Program** - provides tenant-based subsidized transitional housing, plus services, to 12 low-income families with an adult completing job training or schooling. This program has been in operation for 12 years in the cities of Pleasanton and Livermore.
2. **Project Independence** - provides subsidized master-leased transitional housing and services 44 youths, and their children, who have emancipated from the foster care system and are homeless or at risk of becoming homeless. This program has been in operation for 7 years in southern, eastern, and mid Alameda County.
3. **Greater Hope** - a full-service partnership funded through the Mental Health Service Act, provides permanent master-leased subsidized housing and intensive wrap-around services to 40 chronically homeless adults living with severe and persistent mental illness. This program has been in operation for 2 years in southern and eastern Alameda County.

4. **STAY** – a full-service partnership funded through the Mental Health Service Act, provides permanent master-leased subsidized housing (intensive wrap-around services provided by Fred Finch Youth Center) to 30 transition age youths, who are homeless or at risk of becoming homeless, living with severe and persistent mental illness. This program has been in operation for 2 years throughout the cities of Alameda County.
5. **STAY Well Housing** – provides permanent master-leased subsidized housing and services 31 transition age youths, who are homeless or at risk of becoming homeless, living with mental illness. This program has been in operation for less than one year throughout the cities of Alameda County.
6. **RISE/ Shelter Plus Care Programs** – provides tenant-based permanent subsidized housing and services for 72 households which include a significantly disabled adult. Abode Services provides the social services for up to 65 of these households and voucher assistance for 7 families. This program has been in operation for 10 years throughout the cities of Alameda County.

## Anne Culver

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**From:** Louis Chicoine [lchicoine@abodeservices.org]  
**Sent:** Thursday, March 26, 2009 4:50 PM  
**To:** David Korth; Anne Culver  
**Subject:** HPRP rapid re-housing and shelter diversion program in Alameda County Summary  
Outline  
**Attachments:** Rapid Re-Housing and Shelter Diversion Docs.pdf

David and Anne:

Please find attached a comment letter addressed to you along with several support documents relating to the opportunity to use HPRP to do a comprehensive rapid re-housing and shelter diversion program in Alameda County. With less than two-thirds of the HPRP we could house 420 homeless households (300 families, 120 individuals) or 1020 homeless adults and children. My agency is ready and willing to take a major role in this effort but more importantly we feel strongly that this opportunity to sufficiently reduce local homeless through a housing program model with a proven track record should not be missed.

Please contact me if you have questions or comments. A PDF file with the following documents is attached:

1. Comment Letter
2. Summary Outline for a rapid re-housing and shelter diversion program in Alameda County
3. Sample Budget for a 420 household program
4. Housing placement Description
5. Housing placement, point in time and graduation flow chart
6. Abode Services rapid re-housing and shelter diversion program experience statement

Louis

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Louis Chicoine  
Executive Director  
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## **4/3/09 PUBLIC COMMENT FROM CATE STEANE, EXECUTIVE DIRECTOR AT FESCO**

Thank you for all your efforts to keep us informed on what you know about Recovery Act funding for homelessness prevention and rapid re-housing. We at FESCO have been discussing the legislation and have thoughts on both the rapid re-housing aspect and the homelessness prevention aspect.

### **Rapid Re-Housing**

Every description I have seen of the legislation's concept of rapid re-housing describes what FESCO does currently with homeless families: provide intensive case management, referrals to services, housing placement assistance, and occasional cash assistance to help homeless families moved to more permanent housing with the skills and resources to remain housed over the long term. We hope that the City and the County will craft their Requests for Proposals so that existing services are eligible for funding. As you know, several of our sources of government support have recently been reduced or eliminated and foundation and community support is suffering in the economic downturn. We need additional support in order to maintain the services we provide currently, which have an excellent track record of successfully moving homeless families to self-sufficiency.

### **Homelessness Prevention**

We are excited about the opportunity that the legislation provides to test and demonstrate methods of preventing at-risk families from becoming homeless. FESCO has one concept of such a program that we could create or collaborate on. The program would be similar to what we do with our homeless residents. It would consist of linking cash payments for eligible items (rent, security deposits, utility deposits, utility payments, etc.) with participation in case management services and life skills classes.

A case manager would meet with low-income families at risk of losing their housing. After completing an intake, the case manager and the family would identify the family's goals for

maintaining their housing. We would develop an individual service plan setting out the steps the family needs to take to achieve their goals. In most cases, the case management with the family would consist primarily of money management, showing them how to set up a budget, reduce their expenses, and decide what housing options are most realistic for them. We anticipate that family contact with the case manager would be nearly daily while they are in crisis and then taper off to weekly, then monthly contact as their situation stabilizes.

As we do now, we would refer families as appropriate to other community resources, such as:

- Eden I&R for housing options
- ACAP for credit repair information
- Eden Area One-Stop Career Center for employment
- Eviction Defense Center for legal services

We would be happy to consider the possibility of creating this program collaboratively with these or other service providers.

The program would also feature life skills classes. We might offer, for example, 10 classes and require each family to participate in at least five of them, as each family's situation will be different and not every class will apply to each family. Examples of topics might include:

- credit repair
- food resources
- job readiness
- being a successful tenant
- controlling fixed expenses
  
- public benefits
- smart shopping
- cost-effective training for higher-wage employment
- health resources

In addition to funding for the case manager position, support for this program would need to include HMIS staff time, supervisor time for case review, and accounting staff time for management of cash subsidies.

### Mutual Challenges, Joint Solutions

We understand that each jurisdiction has its own ideas on how their community can best be served. We believe that the needs of low-income families both within the Hayward city limits and in the surrounding unincorporated county are the same with regard to the current economic crisis. Indeed, many families with Hayward postal addresses – especially renters who do not receive property tax bills – may not be aware that they live in the unincorporated county. Hence we believe the community would best be served by a single program open to residents of both Hayward and the unincorporated county, funded jointly by the City and County.

We hope these ideas will be helpful to you as you develop RFPs and RFQs. Please feel free to contact me at your convenience should you have any questions.

--

Cate Steane  
Executive Director  
FESCO – The Family Shelter  
21455 Birch Street, #5  
Hayward, CA 94541  
510-886-5473  
Fax: 510-886-5814  
[cate@fescofamilyshelter.org](mailto:cate@fescofamilyshelter.org)

*--Helping homeless families move to self-sufficiency--*

# DRAFT

HAYWARD CITY COUNCIL

*mal*  
*4/17/09*

RESOLUTION NO. \_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION APPROVING THE REVISED CITIZEN PARTICIPATION PLAN TO INCLUDE PUBLIC PARTICIPATION PROCEDURES FOR UTILIZING FUNDS ADMINISTERED BY THE FEDERAL HOUSING AND URBAN DEVELOPMENT DEPARTMENT (HUD), INCLUDING, BUT NOT LIMITED TO, COMMUNITY DEVELOPMENT BLOCK GRANT, HOME INVESTMENT PARTNERSHIPS PROGRAM, EMERGENCY SHELTER GRANT AND OTHERS

WHEREAS, the City's Citizen Participation Plan seeks to involve all City residents including low and moderate-income persons, persons living in blighted areas, members of minority groups, members of non-English speaking groups, residents of areas where a significant amount of federally-funded activity is proposed or ongoing, the elderly, the disabled, the business community, and civic groups interested in the CDBG, HOME, ESG, and other HUD-funded programs; and

WHEREAS, the Citizen Participation Plan describes HUD-funded programs in Hayward and citizen participation opportunities related to the CDBG, HOME, ESG, and other HUD-funded programs, as well as Annual Performance Reports, other Citizen Participation Issues, and managing the Citizen Participation Plan; and

WHEREAS, the City Council has considered public testimony and the recommendations of staff and the Citizens Advisory Commission, and the draft revised Citizen Participation Plan, a copy of which is attached as Attachment A.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward hereby approves the aforesaid revised Citizen Participation Plan.

IN COUNCIL, HAYWARD, CALIFORNIA, April 21, 2009

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward