# PY 2018 CDBG CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT (CAPER)

City of South San Francisco

ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT | 400 Grand Ave. South San Francisco, CA,

# CR-05 - Goals and Outcomes

## Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

*This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.*

The City made significant progress against the goals in the Program Year 2018 (PY 2018) Annual Action Plan. Below is a brief overview of the programs and projects supported through the PY 2018 CDBG program. PY 2018 is the first program year on the City's 2018-2023 Consolidated Plan, and the programs were evaluated for both their performance during PY 2018 as well as progress against the five year goals established in the Consolidated Plan. The complete table of service goals and outcomes is shown in Table 1.

**City Sponsored Housing Rehab Program**

The City issueD one Emergency Repair Vouchers during this Program Year. There were staff transitions and there was minimal marketing, therefore there were no recipients this fiscal year. The City is exploring more options for the housing rehabilitation loan program, while staff is marketing the program with brochures and social media.

**Minor Home Repair Programs**

Center for Independence of Individuals with Disabilities (CID). The City used CDBG funds to support CID's Housing Accessibility Modification (HAM) Program which provided accessibility modifications to four households;

Rebuilding Together Peninsula (RTP). The City used CDBG funds to support two RTP programs, National Rebuilding Day, which provided repairs for three households, and Safe at Home which served fifteen households in total;

El Concilio. The City used CDBG funds to support El Concilio's Peninsula Minor Home Repair Program with a total of five households.

**Public Services**

Public service providers include Community Overcoming Relationship Abuse (CORA), HIP Housing, John's Closet, Legal Aid Society, Ombudsman Services, Rape Trauma Services Center, Samaritan House, and Star Vista. These organizations provided services to 339 youth, seniors, persons with disabilities, and low-income persons and families. The total amount dedicated by CDBG for these programs was $70, 400.

Housing and homeless services providers, Samaritan House and CORA provided services to 198 persons either experiencing homelessness or at risk of homelessness.



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**Public Infrastructure Improvements**

The City conducted the ADA Curb Ramp Replacement Project at 40 locations. Street improvements were made along Sunnyside Drive, Susie Way, Orange Avenue, C Street, South Spruce Avenue, and Lowrie Avenue. A majority of the sidewalk ramps are located on the eastern side of the City, east of El Camino Real. The project provides access to people with disabilities so that they can safely transition from the sidewalk to the street and vice versa. CDBG funds totaling $206,000 was dedicated to the ADA Curb Ramp Replacement Project and $185,859.90 has been expended to-date.

## Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

The table below provides detailed review of the programs and projects funded through the CDBG program and includes progress against the 2013-2018 Consolidated and Strategic Plans.

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**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

| Project Activity | Agency or Operator | Goal | Category | CDBG Funding | Indicator | Exp. Prog. Yr. | Actual Prog. Yr. | % Comp |
|---|---|---|---|---|---|---|---|---|
| Planning and Admin. | City Staff | Efficient Administration and Oversight | Efficient Administration and Oversight | $94,302 | Annual Administration | NA | NA | 39% |
| | Project Sentinel Fair Housing Services | Suitable living environment | Non-Homeless Special Needs | HOME $12,000 | Public Services other than Low/Mod Housing Benefit | 16 | 16 | 100% |
| | | | | | | | | |
| **Housing Rehab Programs** | **TOTAL Multiple Providers** | **Housing opportunities** | **Affordable Housing** | **$240,250** | **Homeowner Housing Rehabilitated** | **48** | **37** | **77%** |
| | CID | Housing opportunities | Affordable Housing | $10,000 | Homeowner Housing Rehabilitated | 6 | 4 | **67%** |
| | El Concilio | Housing opportunities | Affordable Housing | $37,500 | Homeowner Housing Rehabilitated | 10 | 5 | **50%** |
| | Rebuilding Together Rebuild Day | Housing opportunities | Affordable Housing | $15,750 | Homeowner Housing Rehabilitated | 3 | 3 | **100%** |
| | Rebuilding Together Safe at Home | Housing opportunities | Affordable Housing | $55,000 | Homeowner Housing Rehabilitated | 15 | 15 | **100%** |
| | City Sponsored Rehab Programs | Housing opportunities | Affordable Housing | $122,000 | Homeowner Housing Rehabilitated | 14 | 0 | **0%** |
| | | | | | | | | |
| **Public Services** | **TOTAL Multiple Providers** | **Suitable living environment** | **Non-Homeless Special Needs** | **$44,900** | **Public Services other than Low/Mod Housing Benefit** | **499** | **775** | **155%** |
| | Community Overcoming Relationship Abuse (CORA) | Suitable living environment | Non-Homeless Special Needs | $10,200 | Public Services other than Low/Mod Housing Benefit | 6 | 9 | 150% |



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|---|---|---|---|---|---|---|---|---|
| | John Papan Memorial John's Closet | Suitable living environment | Non-Homeless Special Needs | $4,100 | Public Services other than Low/Mod Housing Benefit | 55 | 62 | 113% |
| | Legal Aid Society of San Mateo | Suitable living environment | Non-Homeless Special Needs | $10,200 | Public Services other than Low/Mod Housing Benefit | 70 | 218 | 311% |
| | Ombudsman Services of San Mateo | Suitable living environment | Non-Homeless Special Needs | $10,200 | Public Services other than Low/Mod Housing Benefit | 74 | 164 | 222% |
| | Rape Trauma Services | Suitable living environment | Non-Homeless Special Needs | $10,200 | Public Services other than Low/Mod Housing Benefit | 50 | 51 | 102% |
| **Public Services Homeless Support** | **TOTAL Multiple Providers** | **Housing opportunities** | **Homeless** | **$25,500** | **Public Services for Low/Mod Housing Benefit** | **Inc. Public Services** | **Inc. Public Services** | **Inc. Public Services** |
| | HIP Home Sharing Program | Housing opportunities | Homeless, Affordable Housing | $9,200 | Public Services other than Low/Mod Housing Benefit | 11 | 11 | 109% |
| | Samaritan House Safe Harbor | Housing opportunities | Homeless | $10,200 | Public Services for Low/Mod Housing Benefit | 63 | 189 | 300% |
| | Star Vista Transitional Housing | Housing opportunities | Homeless | $6,100 | Public Services for Low/Mod Housing Benefit | 12 | 12 | 100% |
| | | | | | | | | |
| **Public Facilities and Infrastrct.** | **City Staff, Contractors** | **Public Infrastructure** | **Non-Housing Community Development** | **$206,000** | **Public Facility or Infrastructure Activities for Low/Modera** | **2** | **2** | **100%** |



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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | **te Income Housing Benefit** | | | |
| | ADA Improvement Project | Public Infrastructure | Non-Housing Community Development | $206,000 | Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit | 31500 | 31500 | 100% |

**Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

Need. Affordable Housing.

Goal. Increase, maintain, and improve the supply of affordable housing for low to moderate income individuals and families.

Activities Implemented. The City supported the rehabilitation and repair of 27 homes occupied by low- and moderate-income households, and helped preserve the available supply of housing.

Need. Public Service.

Goal. Provide public services to improve the quality of life for 504 low-income individuals and families, including those at risk of being homeless and special needs populations.

Activities Implemented. The City supported public services providers to provide services for low- and moderate-income persons, including youth, seniors, persons with a disability, and persons experiencing domestic violence (not including homeless services). As indicated in Table 2, the City assisted 743 persons were assisted through the public services funded by CDBG.

Need. Homeless services and housing.

Goal. Provide service-enriched shelter and housing for homeless families and individuals.

Activities Implemented. Funding for homeless services and housing was implemented under the public service category to support services for 212 persons.

Need. Public Improvements.



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Goal. Preserve and improve public facilities that serve a high percentage of low-income or special needs residents

Activities Implemented. During PY 2018 the City completed one public improvements project, the ADA Curb Replacement project, which improved ADA accessibility in 40 curb locations.

## CR-10 - Racial and Ethnic composition of families assisted

### Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

| Race or Ethnicity | CDBG |
|---|---|
| White | 429 |
| Black or African American | 85 |
| Asian | 120 |
| American Indian or American Native | 19 |
| Native Hawaiian or Other Pacific Islander | 18 |
| American Indian or American Native and White | 0 |
| Asian and White | 9 |
| Black or African American and White | 3 |
| American Indian or American Native and Black | 0 |
| Other | 62 |
| **Total** | **743** |
| Hispanic | 248 |
| Not Hispanic | 495 |

### Narrative

Table 2 above shows the race and ethnic distribution of services across households and persons. The above numbers do not include the public infrastructure and facilities programs, which are tabulated by census block group. According to the 2013-2017 American Community Survey provided through the U.S. Census Bureau, the race and ethnic distribution across the City of South San Francisco as below:

| Race or Ethnicity | Percent of Total Population |
|---|---|
| White | 33.8% |
| Black or African American | 2.1% |
| Asian | 39.8% |
| American Indian or American Native | 0.2% |
| Native Hawaiian or Other Pacific Islander | 1.6% |
| Asian and White | 2.2% |



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| | |
|---|---|
| Black or African American and White | 0.5% |
| American Indian or American Native and Black | 0.1% |
| Other | 16.5% |
| Hispanic | 33.9% |

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## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

**Table 3 - Resources Made Available**

| Source of Funds | Source | Resources Made Available | Amount Expended During Program Year |
|---|---|---|---|
| CDBG | CDBG | $610,952 | $523,441 |
| Other | Other | $12,000 | $12,000 |

### Narrative

In PY 2017, the City prepared a workout plan with HUD's direction, which assisted with getting spending back on schedule. As a result, the City was able to spend exceess funding ahead of HUD's May timeliness deadline in PY 2017. The City has continued to focus on funding shovel ready projects that provide maximum benefit to the community in PY 2018.

In continued compliance with the Workout Plan that was implemented in FY2017, the City monitored Program Income coming in and drew dawn funds on a regular basis. In addition, staff has coordinated closely with Project Managers on project timelines and invoices to ensure that capital improvement projects

### Identify the geographic distribution and location of investments

**Table 4 – Identify the geographic distribution and location of investments**

| Target Area | Planned Percentage of Allocation | Actual Percentage of Allocation | Narrative Description |
|---|---|---|---|
| Downtown, Uptown, Orange/Lindenville, Camino/Sunshine & Westborough | 33% | 68% | Increased expenditures in the public infrastructure program increased the percentage of funding spent in the CDBG target areas. |

### Narrative

The City designates these areas as target areas for funding services because a majority of those who reside and/or receive services in this area are low- and moderate-income. Therefore, improvements made to this area, through activities like public right of way accessibility improvements and public facility improvements that provide additional access to residents and neighborhoods are supported through the CDBG program.

### Leveraging

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**



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The non-profit organizations that received CDBG funding leveraged their CDBG grants with their own funding from foundations, state and county grants, private donors, corporations, in-kind donors, and/or fees for service. The City also leveraged CDBG funds with local funds in the public infrastructure projects.

## CR-20 - Affordable Housing 91.520(b)

### Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

**Table 5 – Number of Households**

| | One-Year Goal | Actual |
|---|---|---|
| Number of homeless households to be provided affordable housing units | 0 | **0** |
| Number of non-homeless households to be provided affordable housing units | 0 | **0** |
| Number of special-needs households to be provided affordable housing units | 0 | **0** |
| **Total** | 0 | **0** |

**Table 6 – Number of Households Supported**

| | One-Year Goal | Actual |
|---|---|---|
| Number of households supported through rental assistance | 0 | **0** |
| Number of households supported through the production of new units | 0 | **0** |
| Number of households supported through the rehab of existing units | 48 | **27** |
| Number of households supported through the acquisition of existing units | 0 | **0** |
| **Total** | 48 | **27** |

### Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

This year, the City served 27 households through the following housing rehabilitation programs/projects: Center for Independence of Individuals with Disabilities (CID) Housing Accessibility Modification (HAM) Program, El Concilio's Peninsula Minor Home Repair Program, the City-Sponsored



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Housing Rehabilitation Program, and both the Rebuilding Together Peninsula's (RTP) Safe at Home and National Rebuilding Day programs.

CID - HAM Program: CID was able to meet 67% of its goal and provided accessibility modifications to 4 low-income households.

El Concilio's Peninsula Minor Home Repair Program: Under Peninsula Minor Home Repair, El Concilio interviewed, enrolled and assessed five households in the City of South San Francisco. Last program year, El Concilio struggled with meeting rehabilitation goals due to consuming costs associated with administering the program. City staff met with El Concilio to discuss how to best address obstacles that have been preventing the organization from meeting goals. As a result, El Concilio modified their program budget and operations during PY 2018 to help address both increased construction and increased administration costs.

City-Sponsored Housing Rehabilitation Program: The City issued no loans, and no Debris Box Vouchers, and one Emergency Repair Vouchers. The City is revamping the housing rehabilitation program to improve resident participation, including adding marketing and revising program guidelines. The City is also looking at ways to partner with other agencies, both in the City and in neighborhing jurisdictions to find more effective ways to operate onging rehabilitation programs. Future partnering efforting include working with Code Enforcement and neighborhood associations to improve participation in the Debris Box Voucher and Emergency Repair Voucher programs, and working with other members of the Consortium to see if it is possible to develop a regional home repair loan program.

RTP – Safe at Home Program: RTP served 15 clients, ten of whom were female led households. RTP also met with City staff to discuss budget and program adjustments to help them meet their goals for the program year.

RTP - National Rebuilding Day: National Rebuilding Day is completed annually in April where approximately 3,000 volunteers give their time and skills to help neighbors live more independently in safer, cleaner, and healthier environments. RTP met its goals and served three South San Francisco households as part of National Rebuilding Day.

### Discuss how these outcomes will impact future annual action plans.

El Concilio did not meet its goal for PY 2018. El Concilio has had to consume increasing administration costs, resulting in fewer total projects being completed. A budget for administrative funding would greatly assist El Concilio with activity delivery, outreach, and other program costs, and consequently rise to meet its goals.

With recommendations from HUD, in order to help service providers increase the number of households that they are able to serve, the City worked with each service provider to determine a fair administrative and project delivery cost for implementing their respective overall program's scope of work.



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All of the rehabilitation programs received slight increases in funding with expected increases in meeting goals for PY 2019, and the City will be monitoring closely to evaluate the impact that the increase funds have on performance.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

**Table 7 – Number of Households Served**

| Number of Households Served | CDBG Actual | HOME Actual |
|---|---|---|
| Extremely Low-income | 657 | 9 |
| Low-income | 61 | |
| Moderate-income | 25 | 7 |
| Above Moderate-income (seniors) | | |
| **Total** | **743** | **16** |

### Narrative Information

100% of households served met the CDBG income requirements of either being extremely low income (30% or less of AMI*), low income (31-50% of AMI*), or moderate income (51-80% of AMI*). None of the program participants were above moderate-income.

The City uses HOME funding through the San Mateo Consortium to fund Project Sentinel's Fair Housing efforts. Those clients are reported under the HOME column.

**AMI = Area Median Income*

## CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

### Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

The Homeless Outreach Team (HOT) a multi-disciplinary, bilingual program that was created in South San Francisco four years ago, continued their work this year. The HOT Program has a full-time case manager that works, in collaboration with the City's police, to identify and serve the most difficult, long term homeless individuals by placing them in emergency shelters and connecting them with County medical and rehabilitation services. So far, the HOT Program has been very successful and has provided



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many HOT clients with needed medical care and identification cards, signed HOT clients up for assistance programs such as Supplement Security Income (SSI), and placed HOT clients into emergency shelter or other housing programs such as the Veterans Affairs (VA) Housing Vouchers.

Additionally, on a monthly basis the HOT Program holds a Case Managers Meeting that brings together homeless providers, other social service providers, County staff, City staff, City Police and the HOT case manager to discuss current issues with HOT clients and to identify potential solutions. Additionally, there is a HOT Steering Committee comprised of elected officials, program managers, and City staff who work to make larger program-wide and policy level changes to improve the homeless outreach, services and prevention efforts in South San Francisco and County-wide.

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

Samaritan House – Safe Harbor

This year, the City has provided Samaritan House CDBG funding to operate the Safe Harbor Shelter. Safe Harbor provides emergency (less than 30 days) and transitional (30 days to six months) shelter, for single homeless adults over age 18 in South San Francisco.

Safe Harbor provided shelter to 189 South San Francisco residents exceeding their goal by 300%.

Samaritan House has provided emergency and transitional shelter for a total of 189 clients this past year. Safe Harbor Shelter is a 90 bed homeless shelter located in South San Francisco that provides both emergency and transitional housing for homeless women and men 18 years and older from San Mateo County. Safe Harbor is an integral component of the County's housing crisis resolution system, offering a wide range of supportive services to maximize each client's ability to enter permanent housing as quickly as possible. Residents participate in case management, which includes referrals to housing resources, mental health services, AOD programming, employment resources and more.

CORA

CORA assisted nine South San Francisco clients in 2018, exceeding their goal by 225%. Five years ago, CORA was able to re-organize their programmatic departments. This process resulted in the creation of the Crisis Intervention Department which is comprised of CORA's 24-hour hotline, Emergency Response Program collaboration with law enforcement, and the two emergency shelters. CORA also combined its Mental Health program, Children's Program, and Supportive Housing Programs under the newly formed Family Support Services Department. The other departments (Legal, Community Education, Administration, and Development) remain unchanged. As these changes have evolved and settled in, staff has reported being better supported and services more enriched. This new structure also is poising the agency for growth.

In addition to the funding provided to these two non-profits, the City was able to make non-monetary



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efforts to address the emergency shelter and transitional housing needs of homeless persons by continuing to actively participate in the Continuum of Care (CoC) Steering Committee and Project Performance Subcommittee. This year, the CoC focused on creating ways to better evaluate and improve the effectiveness of the County's homeless programs to align with objectives set forth in the Homeless Emergency Assistance and Rapid Transition to Housing Action (HEARTH), and the federal strategic plan, Opening Doors. The CoC continue to work towards set standards. These are:

1. Percentage of exits to permanent housing;
2. Housing retention rate;
3. Participants obtaining employment income during program participation;
4. Participants increasing total income during program participation;
5. Program occupancy levels;
6. CoC/Emergency Solution Grant (ESG) spending rates; and
7. Homeless Management Information System (HMIS) data quality.

These performance measures will allow the CoC to identify areas of improvement and better address the needs of homeless persons.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

Legal Aid conducted legal services clinics between July 1, 2018 and June 30, 2019, where tenants received assistance with evictions, rent increases, repairs, housing discrimination, security deposits, and other legal questions pertaining to housing stability. A total of 218 South San Francisco households were served, at 311% of goal.

Project Sentinel provides comprehensive fair housing services including complaint investigation, community outreach, and education to San Mateo County residents. Project Sentinel assisted a total of 16 South San Francisco residents this year through their various services (case investigations, consultations, and referrals).

HIP Housing's Home Sharing program interviews and screens clients for housing, provides housemate, alternative housing, and community resources to clients with the potential of matching persons in affordable home sharing arrangements. Eleven persons were matched with households and provided housing during PY 2018.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to**



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**permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

As mentioned previously, the Homeless Outreach Team (HOT) has been very successful in placing HOT clients in housing and connecting them with needed services. Samaritan House provided services to 189 persons in need of transitional housing. StarVista works with emancipated foster youth to stabilize their housing situation and served 12 clients during PY 2018. The Life Moves (formerly InnVision Shelter Network), and family homeless shelter in Daly City, Family Crossroads, underwent major rehabilitation and seismic retrofitting in 2015, is now open and serving clients.

The City continues to work with the CoC to address homeless needs in the community.

## CR-30 - Public Housing 91.220(h); 91.320(j)

### Actions taken to address the needs of public housing

The South San Francisco Public Housing Authority (SSFPHA) operates as a separate entity and submits its own action plans and performance reports to HUD separately from the City of South San Francisco. The SSFPHA manages 80 units of affordable public housing. Information about the needs and strategy of the SSFPHA can be found in the SSFPHA's AAP.

### Actions taken to encourage public housing residents to become more involved in management and participate in homeownership

Not applicable

### Actions taken to provide assistance to troubled PHAs

Not applicable

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## CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

The City took the following actions to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing:

- The City's municipal code provides SSFMC section 20.390 provides incentives to developers for the production of housing that is affordable to lower and moderate-income residents.
- Continued to implement the City's Inclusionary Housing Ordinance; this requires that a percentage of new "for sale" residential units are made available as Below Market Rate (BMR) units for low income residents. The City will also continue to support its existing BMR units.
- The City's General Plan, and specifically the Housing Element, includes policies that support the development of affordable housing. Two years ago, the 2015-2023 Housing Element was adopted by State Housing and Community Development.
- The City continued to support the rehabilitation of existing housing stock by using CDBG funding to support home repair programs, including El Concilio, the Center of Independence of Individuals with Disabilities' (CID) Housing Accessibility Modification Program, Rebuilding Together Peninsula, and the City-Sponsored Housing Rehabilitation Program.
- The City continued to cooperate with other governmental agencies, San Mateo's Department of Housing, Metropolitan Transportation Comssion, and 21 Elements, to take an active interest in seeking solutions to area-wide housing problems.
- Continued to investigate new sources of funding for the City's affordable housing programs and working with non-profit developers to promote the development of housing affordable to lower income households. The Rotary Housing Development opened this year , providing 81 affordable senior housing units downtown. The City is working with a developer to develop 800 units of housing at the former PUC site.
- Continued to consider a process to allow fee waivers or deferrals of planning, building, and impact fees for affordable housing developments.
- Reduced government and public infrastructure constraints to affordable housing development through administrative support, inter-governmental cooperation, public-private partnerships, and permit streamlining.
- Implementing zoning to ensure there is an adequate supply of land to meet its Association of Bay Area Governments (ABAG) regional housing needs allocation by adopting the Downtown Station Area Specific Plan which includes community benefits.
- The City included in the Housing Element to consider a reduction in the minimum lot size for downtown development properties to encourage affordable, small housing development and
- Also included in the Housing Element is the option to reduce minimum development standards for condominium construction from five to two units to encourage affordable housing



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production.

- The City has made efforts in stabilizing existing tenants by adopting a Red Tag Ordinance and is exploring potential tenant protection policies.

## Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

Given the limited funds available, the City prioritized activities which provide maximum benefits to the community. Many local service providers are also experiencing declines in both private and public funding, which further hinder their capability to meet needs. The City addressed this obstacle by continuing to look for new funding sources and find creative ways to leverage and utilize existing funding. Additionally, the City encouraged collaboration amongst itself, other jurisdictions, and non-profits. The majority of the City's CDBG funds were allocated to supporting housing rehabilitation and public right of way improvement projects because they are not restricted by spending limitations and are highly impactful. A major funding obstacle continued to be sufficiently supporting the wide variety of crucial public services needed in the City due to federal spending limits specific to public services. While this need far exceeded the funds available to provide those services, this year, the City selected those activities which would be most effective.

## Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

The City continued to incorporate lead testing and lead safe work practices into all rehabilitation projects it funds. Additionally, the City continued to provide lead-based paint information available on its website, to all the local non-profit agencies, to homeowners and renters. The City also provided loans and grants to homeowners and public facilities to abate lead-based paint hazards.

## Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

### Housing

Safe and affordable housing is an essential component in the efforts to reduce poverty. With the loss of Redevelopment Agency (RDA) funding, the City was unable to contribute to the development of new affordable housing. However, the City did make efforts to maintain the existing supply of affordable housing by funding multiple home rehabilitation activities (See Section CR-20 - Affordable Housing). The City also continued to operate its 16 affordable housing units and oversee the Below Market Rate (BMR) Program. In addition City staff fielded numerous phone calls and in person inquiries regarding information on affordable housing. These resource packets, along with the City's website, are updated on a regular basis with affordable housing information.

### Public Services

As mentioned, the City supports a variety of non-profit organizations that provide housing assistance, food, child care, clothing, health services, legal services, and other emergency services to low-income residents. The City also promotes communication and collaboration among the nonprofits to avoid

duplication of efforts and to be able to provide more comprehensive/"wrap around" services for low-income residents. Additionally, the City has in-house programs that also helped residents improve their economic opportunities. For example, the City's Community Learning Center offered classes in English, computers, native language literacy, job training, and citizenship along with providing activities for children.

**Economic Development**

The City also takes on various economic development efforts to attract and retain businesses and jobs in South San Francisco. The City continues to operate the Business Cooperation Program (BCP) which seeks to lower the cost of doing business in the City. This program consists of three elements:

1. Contacting the major businesses and developers to assess how the City's economic development efforts can be altered to meet their needs, and let them know the City is supportive of their business efforts;
2. Providing information on the City's commercial (Property Assessed Clean Energy) PACE program to assist in financing improvements that will save energy for the businesses and achieve the City's Climate Action Goals, and providing information on other business support programs such as Employment Training Panel (ETP) assistance, and the Governor's Office of Business and Economic Development (Go-Biz) financial programs; and
3. Ask for participation in the City's proposed Sales and Use Tax Program that will retain these taxes locally instead of them being allocated to the County sales Tax pool.

The City has also partnered with several regional agencies and organizations that focus on job growth. For example, City staff works closely with Skyline College's Science, Technology, Engineering, and Mathematics (STEM) program that assists high school students, the Bay Area Entrepreneur Center (BAEC), a business incubator/accelerator and resource center for start-up companies, and early stage companies, Joint Venture Silicon Valley, and ChinaSF.

## Actions taken to develop institutional structure. 91.220(k); 91.320(j)

The City made the following efforts to improve and/or develop institutional structure:

- Continued to work with the other local jurisdiction as part of the CDBG "Work Group" to increase collaboration and make administrative and monitoring processes standardized and electronic/automated. For example, the CDBG Work Group moved the environmental review and project approval process for minor home repair programs into an online format.
- Continued to serve on the Continuum of Care (CoC) Steering Committee and is involved in all CoC decision-making. The CoC Steering Committee is the organized group that guides the implementation of San Mateo County's homeless services system. The CoC undertakes a wide range of efforts to meet the needs of homeless persons and those at risk of homelessness.
- Continued to build and improve relationships with local service providers.



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The City has had challenges with meeting timeliness in spending in the past, resulting from unpredictable program income receipts and changes in program and project subscription. The City is actively reviewing and improving under-served programs, and reprogramming funds from programs that have met set goals and are no longer in high demand. The City met timeliness in PY 2018 and completed the HUD required workout plan. However, to improve overall project management, staff will continue to utilize a simplified workout plan to help meet HUD's timeliness requirement. The City will also continue to employ staff dedicated to the CDBG program to help continue improvement in program operations and project management.

## Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

The City took following actions to enhance coordination between public and private housing and social service agencies:

- Continued to collaborate with the County of San Mateo, private housing developers, lenders, and non-profit housing developers in order to create more affordable housing.
- Continued to participate in the CDBG "Work Group" and to improve CDBG administrative processes for both sub-recipients and City staff.
- Continued to fund non-profit agencies serving low-income residents
- Encouraged collaboration and cooperation among local service providers.
- Continued to participate in the CoC Steering Committee.
- Continued to work with HOT which brings together the HOT case manager, City police and staff, homeless providers, and other social service providers.
- Continued to participate in the San Mateo County HOME Consortium and to serve on the San Mateo County's Housing & Community Development Committee (HCDC)
- Continued to build and improve relationships with local service providers.
- Continued working with regional economic development groups and promote economic development collaborations.
- Continued to work with businesses and the Chamber of Commerce on downtown beautification and other projects to improve the downtown
- Continued to finance and support the City sponsored housing rehab program.
- Worked with El Concilio, RTP and CID to coordinate housing repair and rehabilitation needs throughout the community.

## Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

During PY 2016 the City participated in a regional Assessment of Fair Housing. The Assessment of Fair Housing provides new goals and metrics by which the City will work to address fair housing issues in the community. The assessment was completed in PY 2017 and approved by HUD. The City used the

assessment as a tool in preparing the new 2018-2022 Consolidated Plan that will guide implementation in the CDBG program for the next five years. In addition, the City has been collaborating with MTC to find the right tools for cities to analyze fair housing impediments.

Other actions currently under way include:

- The City continued to support testing and enforcement activities, efforts to educate landlords and property management companies about fair housing law, and efforts to educate housing consumers in fair housing rights.
- The City continued to support investigations into actual cases, and efforts to educate housing providers about requirements for reasonable accommodation or modification.
- The City continued to support efforts by outside groups to educate buyers through credit counseling and home purchase training.
- Project Sentinel was able to identify and evaluate the causes of denial of HUD funding in 2012. Project Sentinel received $12,000 in CDBG funding in PY 2018.
- Project Sentinel was audited by City staff on June 11, 2018. As a result, staff recommended to improve records of income verification by including what is required in outreach materials, and to log interaction with clients around income verification requests.

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## CR-40 - Monitoring 91.220 and 91.230

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

The City uses the Consolidated Subrecipient Monitoring Plan (Monitoring Plan) that was developed by the entitlement jurisdictions in San Mateo County to review performance over a period of time and to evaluate compliance of non-profit subrecipients funded with CDBG funding. The Monitoring Plan specifies the criteria the City uses to determine potential areas and levels of risk, which include quarterly desk reviews, new subrecipients or organizational change, cumulative grant award amount, administrative history, program performance, and financial capacity. On a quarterly basis, the City conducts a limited review of all subrecipients, which includes reviewing quarterly performance reports and expense summaries that are submitted by the subrecipients. These quarterly performance reports update staff as to whether the non-profit is meeting its annual objectives and the status of the program. Additionally, the City will conduct on-site monitoring reviews of those subrecipients the City determines to have potential risks and/or have not been monitored in recent years. The on-site monitoring consists of a programmatic and fiscal review of files, a tour of the program facilities as appropriate, an explanation of the services provided, discussions with program and administrative staff, and introduction to one or more actual beneficiaries, if possible. Also, the City can conduct in-depth reviews, if needed, which typically consist of a concentrated review of a known high-risk area or critical function.

During PY 2018, the City was able to review and monitor several shared services providers and verify that the projects were in compliance with applicable laws, regulations, and policies related to CDBG. Legal Aid was monitored with the consortium in PY 2018. Additionally, the City monitored John's Closet for both their PY 2017 programs to help identify ongoing challenges and propose new solutions. Other agencies were monitoried remotely via desk review.

### Citizen Participation Plan 91.105(d); 91.115(d)

### Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

Public Notification Efforts

A notice announcing the 15-day public comment period and a public hearing for the CAPER was published in the San Mateo County Times on September 5, 2019. All notices informed citizens about the purpose of the CAPER and invited them to review the document and to either submit comments or provide them at the public hearing. All notices included the phone number and address of the Economic & Community Development (ECD) office in order to address any community inquiries. This notification was written in English and Spanish in an effort to reach the City's Spanish language community. Draft copies of this report were made available at all public libraries, at the City's ECD office, and on the City's



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main website on September 10, 2019. Additionally, an email notification was sent out to local non-profits and CDBG sub-recipients. Subsequently, a public hearing will be held on September 25, 2019.

Summary of Citizen Comments

Pending Close of Public Comment Period.

## CR-45 - CDBG 91.520(c)

### Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

The City did not experience any changes in its program objectives this year. All of this year's CDBG activities addressed one of the objectives that were identified in the FY2018-2019 AAP. Each year, the City conducts a needs assessment and reviews the prior year performance of each CDBG activity before it allocates funding. This is to ensure that CDBG funding is being used to meet the City's objectives for the year, and to make sure the CDBG program is alilgned with the applicable Consolidated Plan.

### Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No

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