

# STRATEGIC PLAN

## SP-05 Overview

### Strategic Plan Overview

The Strategic Plan discusses the priority housing and community development needs of the City of Concord and establishes objectives intended to meet those needs as well as strategies to implement the objectives. Priority needs have been determined as the result of the needs assessment process. Assessment consisted of an analysis of the community setting including housing and population characteristics, consultations, public workshops, and an online survey.

A priority need is one that has a demonstrated level of need. A high level of priority can be established as the result of a high absolute level of need or a high level of need in relation to resources available to meet that need.

The discussion of priority needs is grouped into four major categories: affordable housing, homelessness, non-housing community development and administration. Non-housing community development is further divided into general public services, non-homeless special needs, youth, fair housing, economic development and infrastructure/public facilities. The strategies are intended to guide the implementation of the Consolidated Plan. They serve as a framework for individual projects, programs, and activities undertaken over the five-year planning period. The annual Action Plan for each program year will identify the objective(s) which the undertaking is meeting and the strategies being pursued for each undertaking. Strategies may be revised or additional strategies may be adopted during the term of this Strategic Plan provided they are consistent with the priority needs identified in this Plan and fulfill Plan objectives.

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

### Geographic Area

<b>1</b>	<b>Area Name:</b>	City of Concord
	<b>Area Type:</b>	Citywide
	Other Target Area Description:	Citywide
	HUD Approval Date:	
	% of Low/ Mod:	
	Revitalization Type:	
	Other Revitalization Description:	
	Identify the neighborhood boundaries for this target area.	

Include specific housing and commercial characteristics of this target area.	
How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	
Identify the needs in this target area.	
What are the opportunities for improvement in this target area?	
Are there barriers to improvement in this target area?	

## General Allocation Priorities

### Describe the basis for allocating investments geographically

Concord does not allocate funds on a geographic basis. The City will prioritize the use of its CDBG funding for the conservation of affordable housing for low-income households and to address homelessness. Infrastructure improvements will be focused on those city-wide barrier removal priorities noted in the City’s ADA Transition Plan. Investments in public facilities and services serving special needs populations and low to moderate income persons will be made by allocating funds to local organizations that provide services to low-income households throughout the City.

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

### Priority Needs

Table 133 – Priority Needs Summary		
1	<b>Priority Need Name</b>	<b>Affordable Housing</b>
	Priority Level	<b>High</b>
	Population	Extremely Low, Low, Moderate Large Families Families with Children Elderly
	Geographic Areas Affected	Citywide
	Associated Goals	<b>AH-1 Existing Housing Stock</b>
	Description	The Affordable Housing Priority Need addresses the need to preserve existing housing units for low-income homeowners in the City of Concord.
	Basis for Relative Priority	According to data provided in the Housing Market Analysis, almost half of the existing homes in the City were built before 1970, and 26 percent before 1960. The City has prioritized funding for housing rehabilitation for low income homeowners.

<b>2</b>	<b>Priority Need Name</b>	<b>Homelessness</b>
	Priority Level	<b>High</b>
	Population	Extremely Low, Low Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly and Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	Geographic Areas Affected	Citywide
	Associated Goals	<b>H-1 Emergency Shelter and Homeless Related Services</b>
	Description	The Homelessness Priority is to address the need of expanding and preserving shelter and housing for the homeless or those at imminent risk of becoming homeless, and to expand and preserve services to assist the homeless and those that are at imminent risk of becoming homeless.
	Basis for Relative Priority	Nearly 4,000 men, women and children received shelter, support services or housing assistance during 2019/20. This data indicates a need to support programs that serve the homeless. The City will focus its resources on preserving services to assist the homeless and those at imminent risk of becoming homeless.
<b>3</b>	<b>Priority Need Name</b>	<b>Non-Housing Community Development</b>
	Priority Level	<b>High</b>
	Population	Extremely Low, Low, Moderate Large Families Families with Children Elderly Public Housing Residents Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development

	Geographic Areas Affected	Citywide
	Associated Goals	<b>CD-1 General Public Services</b> <b>CD-2 Non-Homeless Special Needs Population</b> <b>CD-3 Youth</b> <b>CD-4 Fair Housing</b> <b>CD-5 Economic Development</b> <b>CD-6 Infrastructure/Public Facilities</b>
	Description	The Non-Housing Community Development Priority is to address the need of providing various public services, infrastructure/public facilities, and economic development opportunities to extremely-low, very-low, and low-income persons, including non-homeless special needs populations, of the City.
	Basis for Relative Priority	Special needs groups such as elderly/frail elderly, persons with disabilities, persons who suffer from alcohol and other drug addictions, persons who are victims of domestic violence and persons living with HIV/AIDS live throughout the City. Given that these special needs populations have various obstacles to accessing housing and various services, the City of Concord will continue to provide CDBG funds for housing rehabilitation activities, public facility/infrastructure improvements, and public service activities that improve the quality of life for special needs groups.
<b>4</b>	<b>Priority Need Name</b>	<b>Administration</b>
	Priority Level	<b>High</b>
	Population	Other
	Geographic Areas Affected	Citywide
	Associated Goals	<b>CD-7 Administration</b>
	Description	General Administration of the Community Development Block Grant (CDBG) and Child Care Developer Fee (CCDF) programs to support the development of viable communities.
	Basis for Relative Priority	General administration of the CDBG program will include participation in the Contra Costa Consortium and in the local Continuum of Care.

## Narrative

Priority needs are those that will be addressed by the goals outlined in the Strategic Plan.

### Affordable Housing

- Construction of supportive housing for homeless/extremely low income residents
- Rehabilitation of existing units
- Energy saving upgrades to lower housing costs
- Improvements to increase resiliency of housing stock to earthquake, flooding, etc.

### Homelessness

- Outreach
- Emergency shelter operations
- Rapid re-housing
- Prevention
- Support for construction of homeless shelter /CARE center

### **Non-housing Community Development**

- Public Facility improvements for homeless and warming/cooling centers
- Public Improvements and Infrastructure
- Public Services
- Economic Development

### **Administration**

- Support the development of viable communities

Priority is assigned based on the level of need that is demonstrated by the data that has been collected during the preparation of the Plan, the information gathered during the consultation and citizen participation process and the availability of resources to address these needs. Based on all of these components, affordable housing, homelessness, non-housing community development needs and grant administration are all considered “high” priorities.

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

### **Introduction**

During the five-year Plan period, the City expects to receive approximately \$1,000,000 annually in CDBG funding, for a five-year total of approximately \$5 million. CDBG funds are used by the City for affordable housing, homeless services, non-housing community development activities and administrative costs. The table below provides a breakdown of these anticipated resources which are based on FY 2020/21 allocations.

### **Anticipated Resources**

**Table 134 – Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation \$	Program Income \$	Prior Year Resources \$	Total \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,059,849	1,023	56,098	1,116,969	4,000,000	Anticipated amount available to City based on FY 2020/21 funding.
Other	public - federal	Other	50,000	0	0	50,000	200,000	The City will allocate Revolving Loan funds for housing administration and for grants and loans to low-income homeowners as part of the Housing Rehabilitation Loan and Grant program.
Other	public - local	Other	216,000	0	0	216,000	516,000	Child Care Developer Fees (CCDF): The City collects a fee equal to 0.5 percent of the development cost of a project at the time of issuance of the certificates of occupancy for the purpose of funding the activities of the Concord Child Care Program. The program provides grants for direct and indirect child care services, including the provision of child care subsidies or benefits for working parents, start-up costs for child care programs, upgrades to the quality of child care services provided, and public education and advocacy to encourage employer-related child care.

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

The City requires a 20% match for all projects receiving CDBG or Child Care Developer Fee funds which typically includes other federal, state or local public and/or private funds. CDBG funds are coupled with local and private funds, allowing projects to compete for additional funding provided by tax credits, bonds, and state financing programs. An investment by the City makes projects more competitive in various funding competitions. All sources and types of funds are more limited due to the current economic climate and the demise of statewide redevelopment tax-increment funds. The City will continue to search for additional sources of funding from local, state, federal, and private sources in order to develop and deliver efficient and cost-effective projects.

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

There is no publicly owned land in Concord that may be used to address identified needs

**Discussion**

The City of Concord will utilize funds from the FY 2019/20 entitlement grant and unspent funds from past year's CDBG grant, as well as Child Care Developer Fees and Program Income, to provide services to further the well-being of the City's most at-risk residents.

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

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

<b>Table 135 – Institutional Delivery Structure</b>			
<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Concord	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Public Housing Rental neighborhood improvements public facilities public services	Jurisdiction
Community Services Commission	Other	Planning	Jurisdiction

<b>Table 135 – Institutional Delivery Structure</b>			
<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
City of Concord Engineering Dept.	Government	Non-homeless special needs Planning neighborhood improvements public facilities	Jurisdiction
City of Concord Code Enforcement Division	Government	Rental	Jurisdiction
Habitat for Humanity East Bay	Non-profit organizations	Ownership	Jurisdiction
Contra Costa Continuum of Care	Continuum of Care	Homelessness	Jurisdiction

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

The Contra Costa County Consortium was formed by the County of Contra Costa and the cities of Antioch, Concord, Pittsburg and Walnut Creek to develop a collaborative approach to administering and implementing the goals and objectives of their respective CDBG programs. The Consortium members coordinate Consolidated Planning efforts and developed a streamlined process for applying for CDBG/HOME/ESG funds that allows applicants to complete one application for multiple jurisdictions and, once funded, complete one periodic performance report for all funding jurisdictions. This joint effort has eased the administrative burden for Subrecipients and allows jurisdictions to easily share information. The Consortia also developed a joint monitoring process, eliminating duplicative and repetitive monitoring for many of the CDBG/HOME funded programs within the County. Furthermore, the Consortia established a 2-year funding cycle for the first two years of the five-year Consolidated Plan period, and a 3-year funding cycle to complete the last three years. The multiple-year funding cycle has greatly reduced the time spent on completing and reviewing applications for both Subrecipients and CDBG/HOME staff respectively.

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

The Consortia works closely with the Contra Costa Council on Homelessness (CCCH) Executive Board, which provides advice and input on the operations of homeless services, program operation and program development efforts in Contra Costa County. CCCH is the working group of the CoC and membership includes representation from non-profit, governmental, housing development, law enforcement, faith-based, business, and homeless services providers as well as non-profit community and advocacy groups, the interfaith community, business organizations and other relevant community groups to implement key strategies identified in the County’s Ten Year Plan to End Homelessness. Concord’s Housing

Manager served on the Executive Board for many years and is closely involved in homeless services Countywide.

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

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

<b>Table 136 – Homeless Prevention Services Summary</b>			
<b>Homelessness Prevention Services</b>	<b>Available in the Community</b>	<b>Targeted to Homeless</b>	<b>Targeted to People with HIV</b>
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics	X		X
Other Street Outreach Services	X		
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	X
Transportation	X	X	X
<b>Other</b>			

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

Contra Costa County as a whole has made great progress in its goal to end homelessness. On the night of January 29 and the morning of January 30, 2019, the local Continuum of Care (CoC) conducted its annual census of sheltered and unsheltered people experiencing homelessness. The count found an overall increase of 3% Countywide, from 2,234 individuals experiencing homelessness in 2018 to 2,295 in 2019.

The CORE outreach team, developed by Contra Costa County Health, Housing and Homeless Services, interacts directly with the homeless on the street, referring them to supportive services and providing transportation to overnight shelters. CORE serves as the entry point into shelters Countywide.

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

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

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

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

The Contra Costa County Consortium was formed by the County of Contra Costa and the cities of Antioch, Concord, Pittsburg and Walnut Creek to develop a collaborative approach to

administering and implementing the goals and objectives of their respective CDBG programs. The majority of the Consortia jurisdictions goals and objectives within the Consolidated Plan and Annual Action Plans are met through activities that are carried out by Subrecipients that are primarily public and private agencies within the County, including non-profit organizations.

There is ongoing concern about the long-term capacity of the non-profit community during these severe budgetary times and their ability to comply with often complex federal regulations and requirements in implementing federally funded programs. Contributing factors include the relatively low pay scale associated with non-profits leading to high staff turnover and a severe lack of resources for ongoing training and professional development.

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

The City will prioritize the use of its CDBG funding to meet the priority needs of the City as noted in Section SP-25, including the homeless and special needs groups such as elderly/frail elderly, persons with disabilities, persons who suffer from alcohol and other drug addictions, persons who are victims of domestic violence and persons living with HIV/AIDS. Given that these populations have various obstacles to accessing housing and various services, the City of Concord will continue to provide CDBG funds for housing rehabilitation activities, public facility/infrastructure improvements, and public service activities that improve the quality of life for special needs groups.

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

**Goals Summary Information**

Table 137 – Goals Summary								
Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	AH-1 Existing Housing Stock	2020	2025	Affordable Housing	City of Concord	Affordable Housing	CDBG: \$1,500,000 Revolving Loan Fund: \$250,000	Homeowner Housing Rehabilitated: 125 Household Housing Unit

**Table 137 – Goals Summary**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	<b>H-1 Emergency Shelter and Homeless Related Svcs</b>	2020	2025	Homeless	City of Concord	Homelessness	CDBG: \$175,000	Overnight/Emergency Shelter/Transitional Housing Beds added: 700 Beds Homelessness Prevention: 750 Persons Assisted
3	<b>CD-1 General Public Services</b>	2020	2025	Non-Housing Community Development	City of Concord	Non-Housing Community Development	CDBG: \$271,124	Public service activities other than Low/Moderate Income Housing Benefit: 45,000 Persons Assisted
4	<b>CD-2 Non-Homeless Special Needs Population</b>	2020	2025	Non-Homeless Special Needs	City of Concord	Non-Housing Community Development	CDBG: \$375,000	Public service activities other than Low/Moderate Income Housing Benefit: 7,500 Persons Assisted
5	<b>CD-3 Youth</b>	2020	2025		City of Concord	Non-Housing Community Development	Child Care Developer Fees: \$380,000	Public service activities other than Low/Moderate Income Housing Benefit: 4500 Persons Assisted
6	<b>CD-4 Fair Housing</b>	2020	2025	Non-Housing Community Development	City of Concord	Non-Housing Community Development	CDBG: \$50,000	Public service activities other than Low/Moderate Income Housing Benefit: 125 Persons Assisted
7	<b>CD-5 Economic Development</b>	2020	2025	Non-Housing Community Development		Non-Housing Community Development	CDBG: \$200,000 Child Care Developer Fees: \$250,000	Jobs created/retained: 20 Jobs  Businesses assisted: 50 Businesses Assisted

**Table 137 – Goals Summary**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	<b>CD-6 Infrastructure/ Public Facilities</b>	2020	2025	Non-Housing Community Development	City of Concord	Non-Housing Community Development	CDBG: \$1,500,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 40,000 Persons Assisted
9	<b>CD-7 Administration</b>	2020	2025	Administration	City of Concord	Administration	CDBG: \$1,045,845 Child Care Developer Fees: \$102,000	Other: 1 Other

**Goal Descriptions**

**Table 138 – Goal Descriptions**

1	<b>Goal Name</b>	<b>AH-1 Existing Housing Stock</b>
	Description	Maintain and preserve existing housing for low-income homeowners through rehabilitation activities.
2	<b>Goal Name</b>	<b>H-1 Emergency Shelter and Homeless Related Services</b>
	Description	Further “Housing First” approach to ending homelessness by supporting homeless outreach efforts, emergency shelter, transitional housing, and permanent housing with supportive services to help homeless persons achieve housing stability. Expand existing prevention services including emergency rental assistance, case management, housing search assistance, legal assistance, landlord mediation, money management and credit counseling.
3	<b>Goal Name</b>	<b>CD-1 General Public Services</b>
	Description	Ensure that opportunities and services are provided to improve the quality of life and independence for lower-income persons, and ensure access to programs that promote prevention and early intervention related to a variety of social concerns such as substance abuse, hunger, and other issues.
4	<b>Goal Name</b>	<b>CD-2 Non-Homeless Special Needs Population</b>
	Description	Ensure that opportunities and services are provided to improve the quality of life and independence for persons with special needs, such as elderly/frail elderly, disabled persons, victims of domestic violence, abused/neglected children, persons with HIV/AIDS, illiterate adults and migrant farmworkers.
5	<b>Goal Name</b>	<b>CD-3 Youth</b>
	Description	Increase opportunities for children/youth to be healthy, succeed in school and prepare for productive adulthood.

6	<b>Goal Name</b>	<b>CD-4 Fair Housing</b>
	Description	Continue to promote fair housing activities and affirmatively further fair housing.
7	<b>Goal Name</b>	<b>CD-5 Economic Development</b>
	Description	Reduce the number of persons with incomes below the poverty level, expand economic opportunities for very low- and low-income residents, and increase the viability of neighborhood commercial areas.
8	<b>Goal Name</b>	<b>CD-6 Infrastructure/Public Facilities</b>
	Description	Maintain quality public facilities and adequate infrastructure and ensure access to public facilities for the disabled; Remove barriers to the safe travel of persons with disabilities and enhance public safety and accessibility; Provide or improve access to facilities for disabled persons.
9	<b>Goal Name</b>	<b>CD-7 Administration</b>
	Description	Support the development of viable urban communities through extending and strengthening partnerships among all levels of government and the private sector, and administer federal grant programs in a fiscally prudent manner. Strategies include: <ul style="list-style-type: none"> <li>• To continue the collaborative administration with the other Consortia jurisdictions for the City's community development and affordable housing programs undertaken under this Strategic Plan. This effort will include common policies and procedures for requests for the use of funds, Subrecipient reporting, record-keeping, and monitoring.</li> <li>• The City will also cooperatively further the efforts of the Contra Costa Council on Homelessness.</li> </ul>

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

The City of Concord's HOME allocation is pooled with the other Consortium members and administered by the County. CDBG funds will be used to fund the Housing Rehabilitation Loan & Grant program for 125 households over the next five years.

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

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

Many homes built before 1980 are at risk of containing lead-based paint, and as seen in the table below, more than half of all homes in Concord were built prior to this time. In 2000, the City developed a Lead Based Paint (LBP) Management Plan to ensure compliance with federal regulations. It established a LBP Grant Program for lower income homeowners to address abatement and risk assessment issues in housing rehabilitation projects and to help offset the cost of LBP analysis, testing and abatement by lower income homeowners. The City's Housing

Rehabilitation Loan and Grant program provides grants for lead abatement as part of the rehabilitation process.

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

Lead-based paint management and abatement has been incorporated into the City of Concord's Home Rehabilitation Loan and Grant Program. Lead-based paint abatement grants up to \$22,500 are provided to low-income homeowners (households earning at or below 80% of the Area Median Income [AMI]). The City requires that recipients of homeowner rehabilitation funds sign HUD's Notification for Lead Based Paint and that any abatement required be included in the home's repairs.

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

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

The objectives and strategies of this Strategic Plan are focused on reducing the number of families in poverty, improving the quality of life for the poorest of families, and lessening the impacts of poverty. Strategies include those addressing affordable housing, homelessness, public facilities, public improvements, and economic development. The movement of people above the poverty line involves a variety of policies and programs that extend beyond providing opportunities for employment at a living wage. Access to education, transportation, childcare, and housing are key components that can assist persons to secure and retain economically self-sustaining employment.

Concord will employ a variety of strategies to help alleviate poverty in the City, including efforts to stimulate economic growth and job opportunities, and to provide residents with the skills and abilities required to take advantage of those opportunities. The City uses a portion of its CDBG funding to provide grants to non-profit agencies to operate Economic Development and Public Services programs that serve homeless and very-low income residents and address fair housing issues in the community, which directly impact poverty-level individuals. The City, through its various departments, provides services and supports programs that promote personal responsibility, independence and self-sufficiency.

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

Funding for programs that provide a support system for individuals and families that are struggling with poverty remain a high priority for Concord. The City is providing funding for economic development projects, fair housing and tenant/landlord services, the County's 211

referral line, homelessness prevention/rapid rehousing services, food banks and a local crisis center that provides a wide variety of services to low-income residents.

The Housing Rehabilitation Loan and Grant Program provides low-interest rehabilitation loans and emergency grants to low-income homeowners in the City of Concord. Households earning at or below 80% of the Area Median Income (AMI) can qualify for home repair loans up to \$75,000, mobile home repairs up to \$20,000, emergency repair and accessibility grants up to \$20,000, weatherization and home security grants for seniors (age 62+) up to \$2,000 and lead-based paint abatement grants up to \$22,500.

In response to numerous complaints from residents about serious life, health and safety violations in multi-family housing units, the Concord City Council unanimously adopted the Multiple Family Rental Dwelling Unit Inspections and Maintenance Code of the City of Concord on March 7, 2000. The City's Multi-Family Housing Inspection program provides inspection and code enforcement services for 655 affordable housing units throughout the City.

Cal WORKS emphasizes outcomes, the value of work and the duty of government to support its citizens in their self-sufficiency efforts. The County's implementation of Cal WORKS has been constructed with the purpose of going beyond "welfare reform" to building models that integrate services, leverage funding and share expertise across agencies. Contra Costa County, in partnership with the Workforce Investment Boards from the City of Richmond, Alameda, and Oakland has formed a collaborative known as "Eastbay Works". Presently there are 14 East Bay One Stop and Career Centers, one of which is located in Concord.

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

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

All applications for CDBG funds are reviewed by staff and the Community Services Commission, the City's CDBG Program Advisory Body, to ensure consistency with federal regulations, the Consolidated Plan and the City's Housing Element. Allocations are awarded for those activities that meet the City's high priority needs.

City staff works with Subrecipients to define goals and objectives and to ensure compliance with applicable federal regulations. The City and the Subrecipient then enter into program agreements which specify objectives, performance targets, project budget, federal regulatory requirements, and monitoring and reporting requirements.

During the program year, Subrecipients submit quarterly progress reports detailing clients served and services provided, program income and expenditures and any issues/challenges the program is facing. City staff reviews the reports to ensure that the goals and objectives of the program agreement are met.

The Contra Costa Consortium has developed a Grantee Risk Analysis worksheet that is completed for each program. The worksheet scores each Subrecipient based on a variety of factors and determines which programs are monitored during the funding year. Monitoring is done on-site by one or more Consortium members. Subrecipients are monitored for compliance with CDBG program requirements, federal accounting standards, and other federal requirements.