

**CALL AND NOTICE OF
SPECIAL MEETING
AT 7:00 PM
OF THE VALLEJO CITY COUNCIL
VIA TELECONFERENCE**

PUBLIC COMMENT: Members of the Public may provide public comments during the City Council Meeting via ZOOM (<https://zoom.us/j/91400750676>), or via phone, by dialing (669) 900-6833.

For additional instructions on how to speak during public comment, please visit, www.cityofvallejo.net/publiccomment

VIEW THE MEETING:

There are three different ways you can view this public meeting:

- Watch Vallejo local channel 28
- Stream from the City website: www.cityofvallejo.net/Streaming
- Join the Zoom webinar: <https://zoom.us/j/91400750676>

SEPTEMBER 15, 2020

TO THE MEMBERS OF THE VALLEJO CITY COUNCIL:

You are hereby notified that I do hereby call the Vallejo City Council in special session to consider only the matters stated on the agenda listed below.

NOTICE: Due to the current Shelter at Home Order and in conformance with the Governor's Executive Order N-29-30, the City of Vallejo has opted to hold City Council meetings via teleconference. Members of the public may provide public comments during the City Council Meeting via ZOOM (<https://zoom.us/j/91400750676>), or via phone, by dialing (669) 900-6833.

For additional instructions on how to speak during public comment, please visit, www.cityofvallejo.net/publiccomment

No other items may be discussed during this special meeting. There will be no public access to City Hall for any City Council meetings until further notice.

- 1. CALL TO ORDER**
- 2. PLEDGE OF ALLEGIANCE**
- 3. ROLL CALL**
- 4. CONSENT CALENDAR AND APPROVAL OF AGENDA**

Due to the Coronavirus emergency, all Special City Council meetings will be held via teleconference. Members of the public may provide public comments during the City Council Meeting via ZOOM (<https://zoom.us/j/91400750676>), or via phone, by dialing (669) 900-6833. For additional instructions on how to speak during public comment, please visit, www.cityofvallejo.net/publiccomment

A. ADOPT A RESOLUTION AMENDING THE SALARY PLAN TO ADD ONE HOUSING PROJECT DEVELOPER

Recommendation: Adopt a resolution to amend the City's Salary Plan by adding one Housing Project Developer position to the CAMP salary schedule, deleting one Administrative Analyst II position from the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office, and adding one Housing Project Developer position to the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office, effective September 15, 2020.

Contact: Stephanie Sifuentes, HR Program Manager 707-648-8606

stephanie.sifuentes@cityofvallejo.net

5. ACTION CALENDAR

NOTICE: Members of the public wishing to address the Council on Action Calendar Items may do so via ZOOM (<https://zoom.us/j/91400750676>), or via phone, by dialing (669) 900-6833.

For additional instructions on how to speak during public comment, please visit, www.cityofvallejo.net/publiccomment. Each speaker is limited to five minutes pursuant to Vallejo Municipal Code Section 2.02.420.

A. ADOPT THE VALLEJO HOUSING STRATEGY FRAMEWORK AND IMPLEMENTATION PLAN TO PRODUCE/PRESERVE HOUSING, AND PREVENT HOMELESSNESS FOR A BROAD SPECTRUM OF PEOPLE WHO LIVE AND WORK THROUGHOUT VALLEJO AND AUTHORIZE STAFF TO IMPLEMENT THE VISION, GOALS, AND WORK PLAN

Recommendation: To approve the Vallejo Housing Strategy Framework and authorize staff to implement the vision, goals, and work plan.

Contact: Judy Shepard-Hall, Director of Housing and Community Development Division

judy.shepard-hall@cityofvallejo.net, (707) 648-4408

6. ADJOURNMENT

Dated: Thursday, September 10, 2020

A handwritten signature in blue ink, reading "Dawn E. Abrahamson for".

Bob Sampayan, Mayor

I, Dawn Abrahamson, City Clerk, do hereby certify that I have caused a true copy of the above notice and agenda to be delivered to each of the members of the Vallejo City Council, at the time and in the manner prescribed by law and that this agenda was posted at City Hall, 555 Santa Clara Street, CA at 5:00 p.m., Thursday, September 10, 2020.

Dated: Thursday, September 10, 2020

A handwritten signature in blue ink, reading "Dawn G. Abrahamson". The signature is fluid and cursive, with the first name "Dawn" and last name "Abrahamson" clearly legible. The middle initial "G." is smaller and less distinct. The signature is positioned above a horizontal line.

Dawn G. Abrahamson, City Clerk



DATE: September 15, 2020
TO: Mayor and Members of the City Council
FROM: Heather Ruiz, Human Resources Director
SUBJECT: **ADOPT A RESOLUTION AMENDING THE SALARY PLAN TO ADD ONE HOUSING PROJECT DEVELOPER**

RECOMMENDATION

Adopt a resolution to amend the City's Salary Plan by adding one Housing Project Developer position to the CAMP salary schedule, deleting one Administrative Analyst II position from the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office, and adding one Housing Project Developer position to the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office, effective September 15, 2020.

REASONS FOR RECOMMENDATION

Last year, as part of Council goal setting, the Council identified the development of Housing Policies, or more commonly referred to as a "Housing Strategy," as one of its top priorities for the 19-20 fiscal year. The proposed Housing Project Developer position will be integral to the City pursuing and achieving the goals outlined in the Housing Strategy.

BACKGROUND AND DISCUSSION

Last year, as part of Council goal setting, the Council identified the development of Housing Policies, or more commonly referred to as a "Housing Strategy," as one of its top priorities for the 19-20 fiscal year. The intent of establishing the Housing Strategy was to identify goals for market rate housing, workforce housing and low income housing, and permanent supportive housing for individuals experiencing homelessness, and enhance and create new policies. This priority has become even more relevant in the current fiscal year. Housing, or lack thereof, is felt across the state, but quite acutely in Vallejo. Affordable and sustainable housing options, such as workforce housing for teachers, are key to the continued growth and development of Vallejo.

The Housing and Community Development Program Manager approached Human Resources about the need for a position which could implement many of the actions identified as part of the Housing Strategy. Upon review of existing classifications, Human Resources determined none met the necessary requirements. A study was conducted of comparable agencies and a classification was created and approved by the Civil Service Commission on September 14, 2020 (Attachment B).

The proposed Housing Project Developer position would replace a vacant Administrative Analyst II position in the Housing Division. This new position will be integral to the City pursuing and achieving the goals outlined in the Housing Strategy. The Housing Project Developer position will assist the Housing Division in focusing on key City of Vallejo housing policies and plans, secure Federal and State financing to assist the City in meeting

its housing production goals and future housing goals. This position will also be responsible for coordinating and overseeing affordable housing construction, rehabilitation, and capital projects.

FISCAL IMPACT

This position is funded through the Housing FY2020-2021 Budget, and does not increase the existing Full Time Equivalent (FTE) positions in the Division. There is no fiscal impact to the General Fund associated with this item.

ENVIRONMENTAL REVIEW

This action is exempt from the California Environmental Quality Act (CEQA) because it is not a project which has a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, pursuant to CEQA Guideline section 15378.

ATTACHMENTS

1.	Resolution Amending Salary Plan_New Class and Salary_Housing Project Developer CAO Stamp
2.	Classification Specification_Housing Project Developer
3.	DRAFT Salary Schedule_CAMP_Rev2020.09.15
4.	FY20-21 Amended FTE listing 9-15-20

CONTACT

Stephanie Sifuentes, HR Program Manager 707-648-8606

stephanie.sifuentes@cityofvallejo.net

Approved as to form:

By: 
Randy J. Risner
Interim City Attorney

RESOLUTION NO. 20 - ____N.C.

APPROVING A SALARY PLAN AMENDMENT TO ADD ONE FULL-TIME POSITION OF HOUSING PROJECT DEVELOPER AT RANGE 149 WITHIN THE CAMP SALARY SCHEDULE, AND DELETING ONE ADMINISTRATIVE ANALYST II POSITION FROM THE FULL-TIME EQUIVALENT LISTING FOR THE HOUSING DIVISION OF THE CITY MANAGER'S OFFICE, AND ADDING ONE HOUSING PROJECT DEVELOPER POSITION TO THE FULL-TIME EQUIVALENT LISTING FOR THE HOUSING DIVISION OF THE CITY MANAGER'S OFFICE

WHEREAS, Vallejo Municipal Code section 2.60.340 requires the City Council adopt an official salary plan through adoption of the annual positions and salaries resolution; and

WHEREAS, City Council has the authority to amend the salary plan via resolution during the Fiscal Year; and

WHEREAS, City Council approved Resolution 20-088 at the beginning of the Fiscal Year, adopting the Salary Plan; and

WHEREAS, the Salary Plan consists of the Full-Time Equivalent Listing and the Salary Schedule; and

WHEREAS, the City of Vallejo Charter section 801 (d) requires the concurrence of the City Council on whether a position is classified or unclassified; and

WHEREAS, Human Resources is recommending a change to the Salary Plan by adding one unclassified position of *Housing Project Developer* to the CAMP salary schedule, as attached in **Attachment 3**; and

WHEREAS, a salary range for the position was developed to ensure internal consistency with City positions requiring similar skills and a salary comparison was conducted evaluating similar positions in neighboring cities, consistent with Vallejo's past practice; and

WHEREAS, the following salary range, 149, is appropriate for the *Housing Project Developer* position:

Range 149	Step 1	Step 2	Step 3	Step 4	Step 5
Hourly	\$48.0069	\$50.4072	\$52.9276	\$55.574	\$58.3526
Bi-weekly	\$3,840.55	\$4,032.58	\$4,234.21	\$4,445.92	\$4,668.21
Monthly	\$8,321.19	\$8,737.25	\$9,174.11	\$9,632.82	\$10,114.46
Annual	\$99,854.29	\$104,847.00	\$110,089.35	\$115,593.82	\$121,373.51

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Vallejo hereby approves an amendment to the City's Salary Plan by:

1. Adding a new non-classified position and salary range for Housing Project Developer to the CAMP salary schedule.
2. Deleting one Administrative Analyst II position from the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office.
3. Adding one Housing Project Developer position to the Full-Time Equivalent Listing for the Housing Division of the City Manager's Office.

BE IT FURTHER RESOLVED that the City Council of the City of Vallejo directs staff to revise the salary schedule for the CAMP unit accordingly, and the city's current salary plan contained in Resolution 20-088, adopted concurrently with the FY2020-2021 Budget.

Adopted by the City Council of the City of Vallejo at a regular meeting held on September 15, 2020 with the following vote:

AYES:

ABSENT:

ABSTAIN:

NOES:

BOB SAMPAYAN, MAYOR

ATTEST:

DAWN ABRAHAMSON, CITY CLERK

HOUSING PROJECT DEVELOPER

SUMMARY DESCRIPTION

Under general direction, performs work related to the oversight, implementation, and inspection of housing development, rehabilitation and capital projects; ensures effective program administration and compliance with all applicable Federal, State, local, and program regulations, policies, procedures, and requirements; development of the project scope of work, acquire funding necessary for assigned projects; represents the program externally within the City, community, regulatory agencies, and the public; and performs related work as required.

DISTINGUISHING CHARACTERISTICS

This position is responsible for coordinating and overseeing affordable housing construction, rehabilitation, and capital projects. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. The incumbent is responsible for providing professional-level support to the Housing & Community Development Program Manager in a variety of areas. This class is distinguished from the Housing & Community Development Program Manager in that the latter has overall responsibility and oversight of all Housing Division programs and services.

This classification is designated as an “at will” classification.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Housing and Community Development Program Manager. Will oversee contractors in the course of assigned projects. May exercise functional or technical supervision over program or project staff.

EXAMPLES OF DUTIES

The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.

Plans, organizes, assigns, supervises, and reviews the work of professional consultants and assigned staff; mentors and provides feedback to correct deficiencies.

Plans, organizes, controls, directs and evaluates all work and activities involved in the Division’s complex housing affordability project(s); serves in a project manager role as a developer to funding sources, lenders or refinancers; directs and oversees projects through their entire lifecycle, which includes pre-development, site acquisition, design development, financing, contracting, tracking of budgets, reporting, construction and transfer of completed projects to asset management.

Manages, oversees, and personally performs development project activities including creating the financing pro forma, soliciting for and managing consultants, managing the design development, managing the public outreach process, bidding for and overseeing the general contractor, overseeing construction, securing necessary permits, ownership transfer and initial tenant occupancy; ensures construction activities and results comply with the construction contract and applicable funding source requirements; takes an advocacy position for each project.

Seeks new construction development opportunities from outside sources such as brokers/lenders and developers; negotiates project details with developers, consultants, lenders, attorneys, and other nonprofit and governmental entities; identifies and recommends existing multi-family housing units for Division acquisition and ownership; performs financial feasibility and environmental review analyses on identified properties, as directed by Division Head.

Identifies, analyzes, and recommends existing multi-family housing units for Division acquisition and ownership; performs financial feasibility analyses to demonstrate viability; completes all acquisition activities and transactions, including coordinating the preparation of environmental reports, reviewing and analyzing reports and negotiating land purchase documents and sale agreements.

Completes applications for funds; pursues new or alternate financing and other resources for project funding such as tax credits, multi-family bonds, grants, outside loans, property trades, etc.; ensures a viable financing plan is approved for each project.

Structures, negotiates and closes complex bond and tax credit financed transactions when the Division or its affiliates are the borrowers.

Develops and prepares a variety of applications for project developments including planning applications, permits, maps and documents on housing development operations and activities; submits documents to local jurisdictions for endorsement.

Assists in the process of requests for proposal for consultants, analyze proposals; participates in the selection of appropriate contractor for services. Works with other Division staff to review, analyze and administer contract, and negotiates contract terms for services to be rendered.

Solicits bids and proposals for equipment repairs, and maintenance and construction activities; works with owner and/or property and other Division staff in the review and selection of bids.

Monitors changes in laws, regulations, and technology that may affect Division or divisional operations; implements policy and procedural changes as required.

Prepares, reviews, and presents staff reports, various management and information updates, and reports on assigned programs and special projects to the Division Board.

Serves as a liaison for the division with other Division departments, divisions, and outside agencies; provides staff support to commissions, committees, and task forces; explains and interprets divisional programs, policies, and activities.

Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of affordable housing development projects and other types of public services as they relate to the area of assignment.

Responds to difficult and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.

Performs other duties as assigned.

QUALIFICATIONS

KNOWLEDGE OF:

Administrative regulations, policies, and procedures governing rehabilitation and new housing construction programs.

Principles and methods used in various building construction craft areas, including plumbing, electrical, heating and ventilation, building construction and remodeling, zoning, and others.

Principles and practices of contract administration and evaluation; applicable Federal, State, and local laws, codes, regulations, and departmental policies regulating housing development projects, technical processes, and procedures.

Research, statistical, analytical, and reporting methods, techniques, and procedures.

Principles and practices of data collection and report preparation.

Modern office practices, methods, and computer equipment and applications.

Principles of business letter writing and record-keeping.

English usage, spelling, vocabulary, grammar, and punctuation.

Principles and practices of acquiring funding sources, budget development, administration, and accountability.

Theory, principles, and practices of real estate and affordable housing development, construction, and ownership.

Financial analytical skills with an in-depth understanding of affordable housing finance, including the low-income housing tax credit and tax-exempt bonds.

Basic familiarity with the legal documents and accounting principles associated with real estate construction and real estate finance, including conventional loan documents, construction contracts, grants and concessionary loans.

Technical principles and practices of engineering design, specification, and cost estimate preparation.

Mathematical principles and theories.

Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and City staff.

ABILITY TO:

Coordinate, implement, and evaluate rehabilitation and new housing construction programs and projects with emphasis on providing timely and efficient customer services.

Review plans and specifications for building and related construction and determine compliance of plans with codes and regulations.

Monitor building sites during construction, alteration, or repair.

Deal courteously and communicate effectively with a variety of individuals in the course of the work, including the resolution of disputes and job-related problems with property owners and contractors, architects, engineers, and utility companies.

Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.

Interpret, apply, explain, and ensure compliance with applicable Federal, State, and local policies, procedures, laws, and regulations.

Effectively represent the City in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.

Compose correspondence and reports independently or from brief instructions.

Make accurate arithmetic, financial, and statistical computations.

Operate modern office equipment, including computer equipment and software application programs.

Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner.

Organize workload, set priorities, and meet critical deadlines.

Use English effectively to communicate in person, over the telephone, and in writing.

Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.

Establish, maintain, and foster positive and harmonious working relationships with those contacted in the course of work.

Experience and Education - *Any combination of education and experience that would likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the knowledge, skills, and abilities would be:*

Experience:

Two (2) years of experience in housing development program or project management, rehabilitation, or construction management.

Education:

Equivalent to graduation from an accredited four-year college with major coursework in construction management, finance, business administration, public administration, or a closely related field.

License or Certificate:

Possession at time of hire and continued maintenance of a valid California Class C Driver's License is required. Possession of a California General Contractor's license is desired.

*Any license, certification, or registration required for this position shall be maintained (i.e. active and in good standing) at all times during employment with City of Vallejo. For continued employment with City of Vallejo, you must maintain such license, certification, or registration to meet the minimum qualifications of this position.

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

CSC Executive Secretary

Date

Date Adopted by CSC _____

Revised _____ **New** _____ **X** _____

Date Adopted by City Council _____

Council Agenda Item _____

Class Code 5060

Pay Grade 149

Bargaining Unit CAMP

Exempt X **Non-Exempt** _____

EEOC Category _____

CITY OF VALLEJO									
CAMP									
Revised									
September 15, 2020									
					Entry				Maximum
Grade	Class Code	Status	Classification Title		Step 1	Step 2	Step 3	Step 4	Step 5
101				Hourly	14.2700	14.9834	15.7326	16.5193	17.3452
101				Bi-weekly	1,141.60	1,198.67	1,258.61	1,321.54	1,387.62
101				Monthly	2,473.46	2,597.13	2,726.99	2,863.34	3,006.50
101				Annual	29,681.50	31,165.57	32,723.85	34,360.04	36,078.04
102				Hourly	14.6261	15.3575	16.1253	16.9316	17.7782
102				Bi-weekly	1,170.09	1,228.60	1,290.02	1,354.53	1,422.26
102				Monthly	2,535.20	2,661.96	2,795.06	2,934.81	3,081.55
102				Annual	30,422.38	31,943.50	33,540.67	35,217.70	36,978.58
103				Hourly	14.9916	15.7412	16.5283	17.3547	18.2224
103				Bi-weekly	1,199.33	1,259.30	1,322.26	1,388.38	1,457.79
103				Monthly	2,598.55	2,728.48	2,864.90	3,008.14	3,158.55
103				Annual	31,182.57	32,741.70	34,378.79	36,097.73	37,902.62
104				Hourly	15.3658	16.1341	16.9408	17.7878	18.6772
104				Bi-weekly	1,229.26	1,290.73	1,355.26	1,423.02	1,494.18
104				Monthly	2,663.40	2,796.57	2,936.40	3,083.22	3,237.38
104				Annual	31,960.83	33,558.87	35,236.81	36,998.65	38,848.58
105				Hourly	15.7483	16.5358	17.3625	18.2307	19.1422
105				Bi-weekly	1,259.86	1,322.86	1,389.00	1,458.46	1,531.38
105				Monthly	2,729.71	2,866.20	3,009.51	3,159.98	3,317.98
105				Annual	32,756.55	34,394.38	36,114.10	37,919.80	39,815.79
106				Hourly	16.1401	16.9471	17.7945	18.6842	19.6184
106				Bi-weekly	1,291.21	1,355.77	1,423.56	1,494.74	1,569.47
106				Monthly	2,797.62	2,937.50	3,084.37	3,238.59	3,400.52
106				Annual	33,571.42	35,249.99	37,012.49	38,863.11	40,806.27
107				Hourly	16.5403	17.3673	18.2357	19.1474	20.1048
107				Bi-weekly	1,323.22	1,389.38	1,458.86	1,531.79	1,608.38
107				Monthly	2,866.98	3,010.33	3,160.85	3,318.89	3,484.83
107				Annual	34,403.78	36,123.97	37,930.17	39,826.68	41,818.01
108				Hourly	16.9578	17.8057	18.696	19.6308	20.6123
108				Bi-weekly	1,356.62	1,424.46	1,495.68	1,570.46	1,648.98
108				Monthly	2,939.35	3,086.32	3,240.64	3,402.67	3,572.80
108				Annual	35,272.22	37,035.83	38,887.62	40,832.00	42,873.60
109				Hourly	17.3844	18.2537	19.1663	20.1247	21.1309
109				Bi-weekly	1,390.75	1,460.30	1,533.30	1,609.98	1,690.47
109				Monthly	3,013.30	3,163.97	3,322.17	3,488.27	3,662.69
109				Annual	36,159.62	37,967.60	39,865.98	41,859.28	43,952.24
110				Hourly	17.8195	18.7104	19.646	20.6283	21.6597
110				Bi-weekly	1,425.56	1,496.83	1,571.68	1,650.26	1,732.78
110				Monthly	3,088.71	3,243.14	3,405.30	3,575.57	3,754.34
110				Annual	37,064.50	38,917.72	40,863.61	42,906.79	45,052.13
111	830	Non-Exempt	Graduate Legal Assistant	Hourly	18.2632	19.1763	20.1352	21.1419	22.199
111				Bi-weekly	1,461.06	1,534.10	1,610.82	1,691.35	1,775.92
111				Monthly	3,165.62	3,323.90	3,490.09	3,664.60	3,847.83

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
111				Annual	37,987.42	39,886.79	41,881.13	43,975.19	46,173.95
112				Hourly	18.7154	19.6512	20.6337	21.6654	22.7487
112				Bi-weekly	1,497.23	1,572.10	1,650.70	1,733.23	1,819.90
112				Monthly	3,244.00	3,406.20	3,576.51	3,755.34	3,943.10
112				Annual	38,928.01	40,874.41	42,918.13	45,064.04	47,317.24
113				Hourly	19.1854	20.1447	21.1519	22.2095	23.32
113				Bi-weekly	1,534.83	1,611.58	1,692.15	1,776.76	1,865.60
113				Monthly	3,325.47	3,491.74	3,666.33	3,849.64	4,042.13
113				Annual	39,905.60	41,900.88	43,995.92	46,195.72	48,505.51
114				Hourly	19.6638	20.647	21.6793	22.7633	23.9015
114				Bi-weekly	1,573.10	1,651.76	1,734.34	1,821.06	1,912.12
114				Monthly	3,408.39	3,578.81	3,757.75	3,945.64	4,142.92
114				Annual	40,900.68	42,945.71	45,093.00	47,347.65	49,715.03
115	202	Non-Exempt	Administrative Clerk I (Confidential)	Hourly	20.16	21.168	22.2264	23.3377	24.5046
115				Bi-weekly	1,612.80	1,693.44	1,778.11	1,867.02	1,960.37
115				Monthly	3,494.40	3,669.12	3,852.57	4,045.20	4,247.46
115				Annual	41,932.75	44,029.39	46,230.86	48,542.40	50,969.52
			Longevity 5%	Hourly	21.168	22.2264	23.3377	24.5046	25.7298
				Bi-weekly	1,693.44	1,778.11	1,867.02	1,960.37	2,058.38
				Monthly	3,669.12	3,852.57	4,045.20	4,247.46	4,459.83
				Annual	44,029.39	46,230.86	48,542.40	50,969.52	53,518.00
			Longevity 10%	Hourly	22.176	23.2848	24.449	25.6715	26.955
				Bi-weekly	1,774.08	1,862.78	1,955.92	2,053.72	2,156.40
				Monthly	3,843.84	4,036.03	4,237.83	4,449.72	4,672.21
				Annual	46,126.02	48,432.32	50,853.94	53,396.64	56,066.47
11A	835	Exempt	Neighborhood Law Attorney	Hourly	20.7252	21.7615	22.8495	23.992	25.1916
11A				Bi-weekly	1,658.02	1,740.92	1,827.96	1,919.36	2,015.33
11A				Monthly	3,592.37	3,771.99	3,960.59	4,158.62	4,366.55
11A				Annual	43,108.45	45,263.87	47,527.06	49,903.41	52,398.58
			Longevity 5%	Hourly	21.7615	22.8495	23.992	25.1916	26.4512
				Bi-weekly	1,740.92	1,827.96	1,919.36	2,015.33	2,116.10
				Monthly	3,771.99	3,960.59	4,158.62	4,366.55	4,584.88
				Annual	45,263.87	47,527.06	49,903.41	52,398.58	55,018.51
			Longevity 10%	Hourly	22.7977	23.9376	25.1345	26.3912	27.7108
				Bi-weekly	1,823.82	1,915.01	2,010.76	2,111.30	2,216.86
				Monthly	3,951.61	4,149.19	4,356.65	4,574.48	4,803.20
				Annual	47,419.29	49,790.25	52,279.76	54,893.75	57,638.44
116				Hourly	20.6647	21.6979	22.7828	23.9219	25.118
116				Bi-weekly	1,653.18	1,735.83	1,822.62	1,913.75	2,009.44
116				Monthly	3,581.88	3,760.97	3,949.02	4,146.47	4,353.79
116				Annual	42,982.50	45,131.63	47,388.21	49,757.62	52,245.50
			Longevity 5%	Hourly	21.6979	22.7828	23.9219	25.118	26.3739
				Bi-weekly	1,735.83	1,822.62	1,913.75	2,009.44	2,109.91
				Monthly	3,760.97	3,949.02	4,146.47	4,353.79	4,571.48
				Annual	45,131.63	47,388.21	49,757.62	52,245.50	54,857.78
			Longevity 10%	Hourly	22.7311	23.8677	25.0611	26.3141	27.6298
				Bi-weekly	1,818.49	1,909.42	2,004.89	2,105.13	2,210.38

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
				Monthly	3,940.06	4,137.07	4,343.92	4,561.12	4,789.17
				Annual	47,280.75	49,644.79	52,127.03	54,733.38	57,470.05
117				Hourly	21.1777	22.2366	23.3484	24.5158	25.7416
117				Bi-weekly	1,694.22	1,778.93	1,867.87	1,961.26	2,059.33
117				Monthly	3,670.80	3,854.34	4,047.05	4,249.41	4,461.88
117				Annual	44,049.55	46,252.03	48,564.63	50,992.86	53,542.50
			Longevity 5%	Hourly	22.2366	23.3484	24.5158	25.7416	27.0287
				Bi-weekly	1,778.93	1,867.87	1,961.26	2,059.33	2,162.30
				Monthly	3,854.34	4,047.05	4,249.41	4,461.88	4,684.97
				Annual	46,252.03	48,564.63	50,992.86	53,542.50	56,219.63
			Longevity 10%	Hourly	23.2954	24.4602	25.6832	26.9674	28.3157
				Bi-weekly	1,863.63	1,956.82	2,054.66	2,157.39	2,265.26
				Monthly	4,037.88	4,239.77	4,451.76	4,674.35	4,908.06
				Annual	48,454.50	50,877.23	53,421.09	56,092.14	58,896.75
118				Hourly	21.7085	22.794	23.9337	25.1304	26.3869
118				Bi-weekly	1,736.68	1,823.52	1,914.70	2,010.43	2,110.95
118				Monthly	3,762.82	3,950.96	4,148.50	4,355.93	4,573.73
118				Annual	45,153.78	47,411.47	49,782.04	52,271.14	54,884.70
			Longevity 5%	Hourly	22.794	23.9337	25.1304	26.3869	27.7062
				Bi-weekly	1,823.52	1,914.70	2,010.43	2,110.95	2,216.50
				Monthly	3,950.96	4,148.50	4,355.93	4,573.73	4,802.41
				Annual	47,411.47	49,782.04	52,271.14	54,884.70	57,628.94
			Longevity 10%	Hourly	23.8794	25.0734	26.327	27.6434	29.0256
				Bi-weekly	1,910.35	2,005.87	2,106.16	2,211.47	2,322.05
				Monthly	4,139.10	4,346.05	4,563.35	4,791.52	5,031.10
				Annual	49,669.16	52,152.62	54,760.25	57,498.26	60,373.17
119	204	Non-Exempt	Administrative Clerk II (Confidential)	Hourly	22.2481	23.3605	24.5285	25.755	27.0427
119				Bi-weekly	1,779.85	1,868.84	1,962.28	2,060.40	2,163.42
119				Monthly	3,856.34	4,049.15	4,251.61	4,464.19	4,687.40
119				Annual	46,276.05	48,589.85	51,019.34	53,570.31	56,248.83
			Longevity 5%	Hourly	23.3605	24.5285	25.755	27.0427	28.3948
				Bi-weekly	1,868.84	1,962.28	2,060.40	2,163.42	2,271.58
				Monthly	4,049.15	4,251.61	4,464.19	4,687.40	4,921.77
				Annual	48,589.85	51,019.34	53,570.31	56,248.83	59,061.27
			Longevity 10%	Hourly	24.4729	25.6966	26.9814	28.3305	29.747
				Bi-weekly	1,957.83	2,055.73	2,158.51	2,266.44	2,379.76
				Monthly	4,241.97	4,454.07	4,676.77	4,910.61	5,156.14
				Annual	50,903.66	53,448.84	56,121.28	58,927.34	61,873.71
120				Hourly	22.8046	23.9449	25.1421	26.3992	27.7192
120				Bi-weekly	1,824.37	1,915.59	2,011.37	2,111.94	2,217.54
120				Monthly	3,952.81	4,150.45	4,357.97	4,575.87	4,804.66
120				Annual	47,433.66	49,805.34	52,295.61	54,910.39	57,655.91
			Longevity 5%	Hourly	23.9449	25.1421	26.3992	27.7192	29.1051
				Bi-weekly	1,915.59	2,011.37	2,111.94	2,217.54	2,328.41
				Monthly	4,150.45	4,357.97	4,575.87	4,804.66	5,044.89
				Annual	49,805.34	52,295.61	54,910.39	57,655.91	60,538.71
			Longevity 10%	Hourly	25.0851	26.3394	27.6563	29.0391	30.4911

					Entry				Maximum
Grade	Class Code	Status	Classification Title		Step 1	Step 2	Step 3	Step 4	Step 5
				Bi-weekly	2,006.81	2,107.15	2,212.50	2,323.13	2,439.29
				Monthly	4,348.09	4,565.49	4,793.76	5,033.45	5,285.13
				Annual	52,177.03	54,785.88	57,525.17	60,401.43	63,421.50
121				Hourly	23.3792	24.5481	25.7755	27.0643	28.4175
121				Bi-weekly	1,870.34	1,963.85	2,062.04	2,165.14	2,273.40
121				Monthly	4,052.39	4,255.01	4,467.76	4,691.14	4,925.70
121				Annual	48,628.64	51,060.07	53,613.07	56,293.72	59,108.41
			Longevity 5%	Hourly	24.5481	25.7755	27.0643	28.4175	29.8384
				Bi-weekly	1,963.85	2,062.04	2,165.14	2,273.40	2,387.07
				Monthly	4,255.01	4,467.76	4,691.14	4,925.70	5,171.99
				Annual	51,060.07	53,613.07	56,293.72	59,108.41	62,063.83
			Longevity 10%	Hourly	25.7171	27.0029	28.3531	29.7707	31.2593
				Bi-weekly	2,057.37	2,160.23	2,268.25	2,381.66	2,500.74
				Monthly	4,457.63	4,680.51	4,914.53	5,160.26	5,418.27
				Annual	53,491.50	56,166.08	58,974.38	61,923.10	65,019.25
122	200	Non-Exempt	Sr. Administrative Clerk (Confidential)	Hourly	23.9622	25.1604	26.4184	27.7393	29.1263
122				Bi-weekly	1,916.98	2,012.83	2,113.47	2,219.14	2,330.10
122				Monthly	4,153.46	4,361.13	4,579.18	4,808.14	5,048.55
122				Annual	49,841.46	52,333.53	54,950.21	57,697.72	60,582.61
			Longevity 5%	Hourly	25.1604	26.4184	27.7393	29.1263	30.5826
				Bi-weekly	2,012.83	2,113.47	2,219.14	2,330.10	2,446.61
				Monthly	4,361.13	4,579.18	4,808.14	5,048.55	5,300.98
				Annual	52,333.53	54,950.21	57,697.72	60,582.61	63,611.74
			Longevity 10%	Hourly	26.3585	27.6764	29.0602	30.5132	32.0389
				Bi-weekly	2,108.68	2,214.11	2,324.82	2,441.06	2,563.11
				Monthly	4,568.80	4,797.24	5,037.10	5,288.96	5,553.41
				Annual	54,825.62	57,566.90	60,445.24	63,467.50	66,640.87
123				Hourly	24.5628	25.7909	27.0804	28.4345	29.8562
123				Bi-weekly	1,965.02	2,063.27	2,166.43	2,274.76	2,388.50
123				Monthly	4,257.55	4,470.42	4,693.94	4,928.64	5,175.07
123				Annual	51,090.55	53,645.08	56,327.33	59,143.70	62,100.88
			Longevity 5%	Hourly	25.7909	27.0804	28.4345	29.8562	31.349
				Bi-weekly	2,063.27	2,166.43	2,274.76	2,388.50	2,507.92
				Monthly	4,470.42	4,693.94	4,928.64	5,175.07	5,433.83
				Annual	53,645.08	56,327.33	59,143.70	62,100.88	65,205.92
			Longevity 10%	Hourly	27.019	28.37	29.7885	31.2779	32.8418
				Bi-weekly	2,161.52	2,269.60	2,383.08	2,502.23	2,627.34
				Monthly	4,683.30	4,917.47	5,163.34	5,421.51	5,692.58</

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
			Longevity 10%	Hourly	27.6983	29.0832	30.5374	32.0643	33.6675
				Bi-weekly	2,215.86	2,326.66	2,442.99	2,565.14	2,693.40
				Monthly	4,801.04	5,041.09	5,293.15	5,557.81	5,835.70
				Annual	57,612.49	60,493.11	63,517.77	66,693.66	70,028.34
125				Hourly	26.5303	27.8568	29.2496	30.7121	32.2477
125				Bi-weekly	2,122.42	2,228.54	2,339.97	2,456.97	2,579.82
125				Monthly	4,598.58	4,828.51	5,069.94	5,323.44	5,589.61
125				Annual	55,183.00	57,942.15	60,839.26	63,881.22	67,075.28
			Longevity 5%	Hourly	27.8568	29.2496	30.7121	32.2477	33.8601
				Bi-weekly	2,228.54	2,339.97	2,456.97	2,579.82	2,708.81
				Monthly	4,828.51	5,069.94	5,323.44	5,589.61	5,869.09
				Annual	57,942.15	60,839.26	63,881.22	67,075.28	70,429.04
			Longevity 10%	Hourly	29.1833	30.6425	32.1746	33.7833	35.4725
				Bi-weekly	2,334.66	2,451.40	2,573.97	2,702.66	2,837.80
				Monthly	5,058.44	5,311.36	5,576.93	5,855.78	6,148.57
				Annual	60,701.30	63,736.36	66,923.18	70,269.34	73,782.81
126				Hourly	27.1923	28.5519	29.9795	31.4785	33.0524
126				Bi-weekly	2,175.38	2,284.15	2,398.36	2,518.28	2,644.19
126				Monthly	4,713.34	4,949.00	5,196.45	5,456.28	5,729.09
126				Annual	56,560.03	59,388.03	62,357.43	65,475.30	68,749.07
			Longevity 5%	Hourly	28.5519	29.9795	31.4785	33.0524	34.7051
				Bi-weekly	2,284.15	2,398.36	2,518.28	2,644.19	2,776.41
				Monthly	4,949.00	5,196.45	5,456.28	5,729.09	6,015.54
				Annual	59,388.03	62,357.43	65,475.30	68,749.07	72,186.52
			Longevity 10%	Hourly	29.9116	31.4071	32.9775	34.6264	36.3577
				Bi-weekly	2,392.93	2,512.57	2,638.20	2,770.11	2,908.62
				Monthly	5,184.67	5,443.90	5,716.10	6,001.90	6,302.00
				Annual	62,216.04	65,326.84	68,593.18	72,022.84	75,623.98
127				Hourly	27.8719	29.2655	30.7288	32.2652	33.8785
127				Bi-weekly	2,229.75	2,341.24	2,458.30	2,581.22	2,710.28
127				Monthly	4,831.13	5,072.69	5,326.32	5,592.64	5,872.27
127				Annual	57,973.58	60,872.26	63,915.87	67,111.66	70,467.24
			Longevity 5%	Hourly	29.2655	30.7288	32.2652	33.8785	35.5724
				Bi-weekly	2,341.24	2,458.30	2,581.22	2,710.28	2,845.79
				Monthly	5,072.69	5,326.32	5,592.64	5,872.27	6,165.88
				Annual	60,872.26	63,915.87	67,111.66	70,467.24	73,990.60
			Longevity 10%	Hourly	30.6591	32.1921	33.8017	35.4917	37.2663
				Bi-weekly	2,452.73	2,575.37	2,704.14	2,839.34	2,981.30
				Monthly	5,314.24	5,579.96	5,858.95	6,151.90	6,459.50
				Annual	63,770.93	66,959.48	70,307.45	73,822.82	77,513.96
128	210	Non-Exempt	Legal Secretary	Hourly	28.5695	29.998	31.4979	33.0728	34.7264
128	855	Non-Exempt	Personnel Technician	Bi-weekly	2,285.56	2,399.84	2,519.83	2,645.82	2,778.11
128				Monthly	4,952.05	5,199.65	5,459.63	5,732.62	6,019.25
128				Annual	59,424.59	62,395.82	65,515.61	68,791.39	72,230.96
			Longevity 5%	Hourly	29.998	31.4979	33.0728	34.7264	36.4627
				Bi-weekly	2,399.84	2,519.83	2,645.82	2,778.11	2,917.02
				Monthly	5,199.65	5,459.63	5,732.62	6,019.25	6,320.21
				Annual	62,395.82	65,515.61	68,791.39	72,230.96	75,842.51

Grade	Class Code	Status	Classification Title		Entry	Step 2	Step 3	Step 4	Maximum
					Step 1				Step 5
			Longevity 10%	Hourly	31.4265	32.9978	34.6477	36.3801	38.1991
				Bi-weekly	2,514.12	2,639.82	2,771.82	2,910.41	3,055.93
				Monthly	5,447.25	5,719.62	6,005.60	6,305.88	6,621.17
				Annual	65,367.05	68,635.40	72,067.17	75,670.53	79,454.06
129				Hourly	29.2854	30.7497	32.2872	33.9015	35.5966
129				Bi-weekly	2,342.83	2,459.98	2,582.98	2,712.12	2,847.73
129				Monthly	5,076.14	5,329.94	5,596.44	5,876.26	6,170.08
129				Annual	60,913.64	63,959.32	67,157.29	70,515.15	74,040.91
			Longevity 5%	Hourly	30.7497	32.2872	33.9015	35.5966	37.3764
				Bi-weekly	2,459.98	2,582.98	2,712.12	2,847.73	2,990.11
				Monthly	5,329.94	5,596.44	5,876.26	6,170.08	6,478.58
				Annual	63,959.32	67,157.29	70,515.15	74,040.91	77,742.96
			Longevity 10%	Hourly	32.2139	33.8246	35.5159	37.2917	39.1563
				Bi-weekly	2,577.11	2,705.97	2,841.27	2,983.34	3,132.50
				Monthly	5,583.75	5,862.94	6,156.09	6,463.89	6,787.08
				Annual	67,005.01	70,355.26	73,873.02	77,566.67	81,445.00
130				Hourly	30.0188	31.5197	33.0957	34.7505	36.488
130				Bi-weekly	2,401.50	2,521.58	2,647.66	2,780.04	2,919.04
130				Monthly	5,203.25	5,463.41	5,736.59	6,023.41	6,324.59
130				Annual	62,439.02	65,560.97	68,839.02	72,280.97	75,895.02
			Longevity 5%	Hourly	31.5197	33.0957	34.7505	36.488	38.3124
				Bi-weekly	2,521.58	2,647.66	2,780.04	2,919.04	3,064.99
				Monthly	5,463.41	5,736.59	6,023.41	6,324.59	6,640.81
				Annual	65,560.97	68,839.02	72,280.97	75,895.02	79,689.77
			Longevity 10%	Hourly	33.0206	34.6717	36.4053	38.2255	40.1368
				Bi-weekly	2,641.65	2,773.74	2,912.42	3,058.04	3,210.94
				Monthly	5,723.58	6,009.76	6,310.24	6,625.76	6,957.04
				Annual	68,682.92	72,117.07	75,722.92	79,509.07	83,484.52
131		Non-Exempt	Executive Asst to Mayor	Hourly	30.7701	32.3086	33.9241	35.6203	37.4013
131				Bi-weekly	2,461.61	2,584.69	2,713.93	2,849.62	2,992.10
131				Monthly	5,333.49	5,600.16	5,880.17	6,174.18	6,482.89
131				Annual	64,001.88	67,201.97	70,562.07	74,090.17	77,794.68
			Longevity 5%	Hourly	32.3086	33.9241	35.6203	37.4013	39.2714
				Bi-weekly	2,584.69	2,713.93	2,849.62	2,992.10	3,141.71
				Monthly	5,600.16	5,880.17	6,174.18	6,482.89	6,807.03
				Annual	67,201.97	70,562.07	74,090.17	77,794.68	81,684.41
			Longevity 10%	Hourly	33.8471	35.5395	37.3165	39.1823	41.1414
				Bi-weekly	2,707.77	2,843.16	2,985.32	3,134.58	3,291.31
				Monthly	5,866.84	6,160.18	6,468.19	6,791.60	7,131.18
				Annual	70,402.07	73,922.17	77,618.28	81,499.19	85,574.15
132	103	Non-Exempt	Contracts and Records Technician	Hourly	31.5392	33.1162	34.772	36.5106	38.3361
132	205	Non-Exempt	Executive Secretary (Confidential)	Bi-weekly	2,523.14	2,649.30	2,781.76	2,920.85	3,066.89
132	856	Non-Exempt	Senior Personnel Technician	Monthly	5,466.80	5,740.14	6,027.15	6,328.51	6,644.93
132				Annual	65,601.62	68,881.70	72,325.78	75,942.07	79,739.17
			Longevity 5%	Hourly	33.1162	34.772	36.5106	38.3361	40.2529
				Bi-weekly	2,649.30	2,781.76	2,920.85	3,066.89	3,220.23
				Monthly	5,740.14	6,027.15	6,328.51	6,644.93	6,977.18

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
				Annual	68,881.70	72,325.78	75,942.07	79,739.17	83,726.13
			Longevity 10%	Hourly	34.6932	36.4278	38.2492	40.1617	42.1698
				Bi-weekly	2,775.46	2,914.22	3,059.94	3,212.94	3,373.58
				Monthly	6,013.48	6,314.16	6,629.86	6,961.36	7,309.42
				Annual	72,161.78	75,769.87	79,558.36	83,536.28	87,713.09
133				Hourly	32.3265	33.9428	35.6399	37.4219	39.293
133				Bi-weekly	2,586.12	2,715.42	2,851.19	2,993.75	3,143.44
133				Monthly	5,603.25	5,883.42	6,177.59	6,486.47	6,810.79
133				Annual	67,239.03	70,600.98	74,131.03	77,837.58	81,729.46
			Longevity 5%	Hourly	33.9428	35.6399	37.4219	39.293	41.2577
				Bi-weekly	2,715.42	2,851.19	2,993.75	3,143.44	3,300.62
				Monthly	5,883.42	6,177.59	6,486.47	6,810.79	7,151.33
				Annual	70,600.98	74,131.03	77,837.58	81,729.46	85,815.93
			Longevity 10%	Hourly	35.5591	37.3371	39.2039	41.1641	43.2223
				Bi-weekly	2,844.73	2,986.97	3,136.31	3,293.13	3,457.78
				Monthly	6,163.58	6,471.76	6,795.34	7,135.11	7,491.87
				Annual	73,962.93	77,661.08	81,544.13	85,621.34	89,902.41
134				Hourly	33.1317	34.7883	36.5277	38.3541	40.2718
134				Bi-weekly	2,650.54	2,783.06	2,922.22	3,068.33	3,221.74
134				Monthly	5,742.83	6,029.97	6,331.47	6,648.04	6,980.44
134				Annual	68,913.90	72,359.60	75,977.58	79,776.46	83,765.28
			Longevity 5%	Hourly	34.7883	36.5277	38.3541	40.2718	42.2854
				Bi-weekly	2,783.06	2,922.22	3,068.33	3,221.74	3,382.83
				Monthly	6,029.97	6,331.47	6,648.04	6,980.44	7,329.46
				Annual	72,359.60	75,977.58	79,776.46	83,765.28	87,953.54
			Longevity 10%	Hourly	36.4449	38.2671	40.1804	42.1895	44.2989
				Bi-weekly	2,915.59	3,061.37	3,214.43	3,375.16	3,543.91
				Monthly	6,317.11	6,632.96	6,964.61	7,312.84	7,678.48
				Annual	75,805.29	79,595.55	83,575.33	87,754.10	92,141.81
135	101	Exempt	Deputy City Clerk - Exempt	Hourly	33.9637	35.6618	37.4449	39.3172	41.283
135	857	Non-Exempt	Human Resources Specialist	Bi-weekly	2,717.10	2,852.94	2,995.59	3,145.38	3,302.64
135				Monthly	5,887.03	6,181.39	6,490.45	6,814.98	7,155.73
135				Annual	70,644.40	74,176.62	77,885.45	81,779.72	85,868.71
			Longevity 5%	Hourly	35.6618	37.4449	39.3172	41.283	43.3472
				Bi-weekly	2,852.94	2,995.59	3,145.38	3,302.64	3,467.78
				Monthly	6,181.39	6,490.45	6,814.98	7,155.73	7,513.51
				Annual	74,176.62	77,885.45	81,779.72	85,868.71	90,162.15
			Longevity 10%	Hourly	37.36	39.228	41.1894	43.2489	45.4113
				Bi-weekly	2,988.80	3,138.24	3,295.15	3,459.91	3,632.90
				Monthly	6,475.74	6,799.52	7,139.50	7,496.48	7,871.30
				Annual	77,708.85	81,594.29	85,674.00	89,957.70	94,455.58
136				Hourly	34.8133	36.5539	38.3816	40.3007	42.3158
136				Bi-weekly	2,785.06	2,924.31	3,070.53	3,224.06	3,385.26
136				Monthly	6,034.30	6,336.02	6,652.82	6,985.46	7,334.73
136				Annual	72,411.62	76,032.20	79,833.81	83,825.50	88,016.78
			Longevity 5%	Hourly	36.5539	38.3816	40.3007	42.3158	44.4315
				Bi-weekly	2,924.31	3,070.53	3,224.06	3,385.26	3,554.52

					Entry				Maximum
Grade	Class Code	Status	Classification Title		Step 1	Step 2	Step 3	Step 4	Step 5
				Monthly	6,336.02	6,652.82	6,985.46	7,334.73	7,701.47
				Annual	76,032.20	79,833.81	83,825.50	88,016.78	92,417.62
			Longevity 10%	Hourly	38.2946	40.2093	42.2198	44.3308	46.5473
				Bi-weekly	3,063.57	3,216.74	3,377.58	3,546.46	3,723.78
				Monthly	6,637.73	6,969.62	7,318.10	7,684.01	8,068.21
				Annual	79,652.79	83,635.43	87,817.20	92,208.06	96,818.46
137	300	Exempt	Buyer	Hourly	35.6808	37.4649	39.3381	41.305	43.3703
137				Bi-weekly	2,854.46	2,997.19	3,147.05	3,304.40	3,469.62
137				Monthly	6,184.68	6,493.91	6,818.61	7,159.54	7,517.51
137				Annual	74,216.12	77,926.93	81,823.28	85,914.44	90,210.16
			Longevity 5%	Hourly	37.4649	39.3381	41.305	43.3703	45.5388
				Bi-weekly	2,997.19	3,147.05	3,304.40	3,469.62	3,643.10
				Monthly	6,493.91	6,818.61	7,159.54	7,517.51	7,893.39
				Annual	77,926.93	81,823.28	85,914.44	90,210.16	94,720.67
			Longevity 10%	Hourly	39.2489	41.2114	43.2719	45.4355	47.7073
				Bi-weekly	3,139.91	3,296.91	3,461.75	3,634.84	3,816.58
				Monthly	6,803.15	7,143.30	7,500.47	7,875.49	8,269.27
				Annual	81,637.74	85,719.63	90,005.61	94,505.89	99,231.18
138	800	Exempt	Administrative Analyst I	Hourly	36.5754	38.4042	40.3244	42.3406	44.4576
138	808	Exempt	Administrative Analyst I - Risk	Bi-weekly	2,926.03	3,072.34	3,225.95	3,387.25	3,556.61
138	816	Exempt	Community & Volunteer Coordinator	Monthly	6,339.74	6,656.72	6,989.56	7,339.04	7,705.99
138	840	Exempt	Personnel Analyst I	Annual	76,076.82	79,880.66	83,874.69	88,068.42	92,471.84
	400	Exempt	Worker's Comp Coordinator						
			Longevity 5%	Hourly	38.4042	40.3244	42.3406	44.4576	46.6805
				Bi-weekly	3,072.34	3,225.95	3,387.25	3,556.61	3,734.44
				Monthly	6,656.72	6,989.56	7,339.04	7,705.99	8,091.29
				Annual	79,880.66	83,874.69	88,068.42	92,471.84	97,095.43
			Longevity 10%	Hourly	40.2329	42.2446	44.3568	46.5746	48.9034
				Bi-weekly	3,218.63	3,379.57	3,548.54	3,725.97	3,912.27
				Monthly	6,973.71	7,322.39	7,688.51	8,072.94	8,476.59
				Annual	83,684.49	87,868.71	92,262.15	96,875.26	101,719.02
139				Hourly	37.4877	39.3621	41.3302	43.3967	45.5665
139				Bi-weekly	2,999.02	3,148.97	3,306.42	3,471.74	3,645.32
139				Monthly	6,497.87	6,822.76	7,163.90	7,522.09	7,898.20
139				Annual	77,974.40	81,873.12	85,966.78	90,265.12	94,778.38
			Longevity 5%	Hourly	39.3621	41.3302	43.3967	45.5665	47.8449
				Bi-weekly	3,148.97	3,306.42	3,471.74	3,645.32	3,827.59
				Monthly	6,822.76	7,163.90	7,522.09	7,898.20	8,293.11
				Annual	81,873.12	85,966.78	90,265.12	94,778.38	99,517.30
			Longevity 10%	Hourly	41.2365	43.2983	45.4632	47.7364	50.1232
				Bi-weekly	3,298.92	3,463.86	3,637.06	3,818.91	4,009.86
				Monthly	7,147.66	7,505.04	7,880.29	8,274.30	8,688.02
				Annual	85,771.86	90,060.45	94,563.47	99,291.64	104,256.22
140				Hourly	38.427	40.3484	42.3658	44.4841	46.7083
140				Bi-weekly	3,074.16	3,227.87	3,389.26	3,558.73	3,736.66
140				Monthly	6,660.69	6,993.72	7,343.41	7,710.58	8,096.10
140				Annual	79,928.22	83,924.63	88,120.86	92,526.90	97,153.24

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
			Longevity 5%	Hourly	40.3484	42.3658	44.4841	46.7083	49.0437
				Bi-weekly	3,227.87	3,389.26	3,558.73	3,736.66	3,923.50
				Monthly	6,993.72	7,343.41	7,710.58	8,096.10	8,500.91
				Annual	83,924.63	88,120.86	92,526.90	97,153.24	102,010.90
			Longevity 10%	Hourly	42.2697	44.3832	46.6024	48.9325	51.3791
				Bi-weekly	3,381.58	3,550.66	3,728.19	3,914.60	4,110.33
				Monthly	7,326.75	7,693.09	8,077.74	8,481.63	8,905.71
				Annual	87,921.03	92,317.08	96,932.93	101,779.58	106,868.56
141	157	Exempt	Emergency Medical Services Coordinator	Hourly	39.3839	41.3531	43.4208	45.5918	47.8714
141	500	Exempt	Media Services Specialist	Bi-weekly	3,150.71	3,308.25	3,473.66	3,647.34	3,829.71
141	196	Exempt	Occupational Health & Safety Administrator	Monthly	6,826.54	7,167.87	7,526.26	7,902.58	8,297.71
141				Annual	81,918.52	86,014.45	90,315.17	94,830.93	99,572.48
			Longevity 5%	Hourly	41.3531	43.4208	45.5918	47.8714	50.265
				Bi-weekly	3,308.25	3,473.66	3,647.34	3,829.71	4,021.20
				Monthly	7,167.87	7,526.26	7,902.58	8,297.71	8,712.59
				Annual	86,014.45	90,315.17	94,830.93	99,572.48	104,551.10
			Longevity 10%	Hourly	43.3223	45.4884	47.7628	50.151	52.6585
				Bi-weekly	3,465.78	3,639.07	3,821.02	4,012.08	4,212.68
				Monthly	7,509.20	7,884.66	8,278.89	8,692.84	9,127.48
				Annual	90,110.38	94,615.90	99,346.70	104,314.03	109,529.73
142				Hourly	40.368	42.3864	44.5057	46.731	49.0675
142				Bi-weekly	3,229.44	3,390.91	3,560.46	3,738.48	3,925.40
142				Monthly	6,997.12	7,346.98	7,714.32	8,100.04	8,505.04
142				Annual	83,965.43	88,163.70	92,571.89	97,200.48	102,060.50
			Longevity 5%	Hourly	42.3864	44.5057	46.731	49.0675	51.5209
				Bi-weekly	3,390.91	3,560.46	3,738.48	3,925.40	4,121.67
				Monthly	7,346.98	7,714.32	8,100.04	8,505.04	8,930.29
				Annual	88,163.70	92,571.89	97,200.48	102,060.50	107,163.53
			Longevity 10%	Hourly	44.4048	46.625	48.9563	51.4041	53.9743
				Bi-weekly	3,552.38	3,730.00	3,916.50	4,112.33	4,317.94
				Monthly	7,696.83	8,081.67	8,485.76	8,910.04	9,355.55
				Annual	92,361.97	96,980.07	101,829.07	106,920.52	112,266.55
143				Hourly	41.3788	43.4478	45.6202	47.9012	50.2962
143				Bi-weekly	3,310.30	3,475.82	3,649.62	3,832.10	4,023.70
143				Monthly	7,172.33	7,530.95	7,907.49	8,302.87	8,718.01
143				Annual	86,067.95	90,371.35	94,889.92	99,634.42	104,616.14
			Longevity 5%	Hourly	43.4478	45.6202	47.9012	50.2962	52.811
				Bi-weekly	3,475.82	3,649.62	3,832.10	4,023.70	4,224.88
				Monthly	7,530.95	7,907.49	8,302.87	8,718.01	9,153.91
				Annual	90,371.35	94,889.92	99,634.42	104,616.14	109,846.95
			Longevity 10%	Hourly	45.5167	47.7925	50.1822	52.6913	55.3258
				Bi-weekly	3,641.34	3,823.40	4,014.58	4,215.30	4,426.06
				Monthly	7,889.56	8,284.04	8,698.24	9,133.16	9,589.81
				Annual	94,674.75	99,408.49	104,378.91	109,597.86	115,077.75
144	805	Exempt	Administrative Analyst II	Hourly	42.4163	44.5371	46.764	49.1022	51.5573
144	809	Exempt	Administrative Analyst II - Risk	Bi-weekly	3,393.30	3,562.97	3,741.12	3,928.18	4,124.58
144	845	Exempt	Personnel Analyst II	Monthly	7,352.16	7,719.77	8,105.76	8,511.05	8,936.60
144	174	Exempt	Plant Maintenance Supervisor	Annual	88,225.93	92,637.23	97,269.09	102,132.54	107,239.17

Grade	Class Code	Status	Classification Title		Entry	Step 2	Step 3	Step 4	Maximum
					Step 1				Step 5
			Longevity 5%	Hourly	44.5371	46.764	49.1022	51.5573	54.1352
				Bi-weekly	3,562.97	3,741.12	3,928.18	4,124.58	4,330.82
				Monthly	7,719.77	8,105.76	8,511.05	8,936.60	9,383.43
				Annual	92,637.23	97,269.09	102,132.54	107,239.17	112,601.13
			Longevity 10%	Hourly	46.6579	48.9908	51.4404	54.0124	56.713
				Bi-weekly	3,732.63	3,919.26	4,115.23	4,320.99	4,537.04
				Monthly	8,087.38	8,491.75	8,916.33	9,362.15	9,830.26
				Annual	97,048.52	101,900.95	106,996.00	112,345.80	117,963.09
145	156	Exempt	Emergency Preparedness Manager	Hourly	43.4811	45.6551	47.9379	50.3348	52.8515
145	193	Exempt	Facilities Manager	Bi-weekly	3,478.49	3,652.41	3,835.03	4,026.78	4,228.12
145	146	Exempt	Marina Manager	Monthly	7,536.72	7,913.56	8,309.24	8,724.70	9,160.93
145	144	Exempt	Network Administrator	Annual	90,440.68	94,962.71	99,710.85	104,696.39	109,931.21
			Longevity 5%	Hourly	45.6551	47.9379	50.3348	52.8515	55.4941
				Bi-weekly	3,652.41	3,835.03	4,026.78	4,228.12	4,439.53
				Monthly	7,913.56	8,309.24	8,724.70	9,160.93	9,618.98
				Annual	94,962.71	99,710.85	104,696.39	109,931.21	115,427.77
			Longevity 10%	Hourly	47.8292	50.2207	52.7317	55.3683	58.1367
				Bi-weekly	3,826.34	4,017.66	4,218.54	4,429.46	4,650.94
				Monthly	8,290.40	8,704.92	9,140.16	9,597.17	10,077.03
				Annual	99,484.74	104,458.98	109,681.93	115,166.03	120,924.33
146	145	Exempt	Communications Manager	Hourly	44.572	46.8006	49.1406	51.5976	54.1775
146	810	Exempt	Deputy City Attorney I	Bi-weekly	3,565.76	3,744.05	3,931.25	4,127.81	4,334.20
146				Monthly	7,725.81	8,112.10	8,517.71	8,943.59	9,390.77
146				Annual	92,709.73	97,345.22	102,212.48	107,323.10	112,689.26
			Longevity 5%	Hourly	46.8006	49.1406	51.5976	54.1775	56.8864
				Bi-weekly	3,744.05	3,931.25	4,127.81	4,334.20	4,550.91
				Monthly	8,112.10	8,517.71	8,943.59	9,390.77	9,860.31
				Annual	97,345.22	102,212.48	107,323.10	112,689.26	118,323.72
			Longevity 10%	Hourly	49.0292	51.4806	54.0547	56.7574	59.5953
				Bi-weekly	3,922.34	4,118.45	4,324.38	4,540.59	4,767.62
				Monthly	8,498.39	8,923.31	9,369.48	9,837.95	10,329.85
				Annual	101,980.70	107,079.74	112,433.73	118,055.42	123,958.19
147	190	Exempt	Human Relations Coordinator	Hourly	45.6903	47.9748	50.3735	52.8922	55.5368
147	2356	Exempt	Laboratory Supervisor	Bi-weekly	3,655.22	3,837.98	4,029.88	4,231.38	4,442.94
147	160	Exempt	Landscape Maintenance Manager	Monthly	7,919.64	8,315.63	8,731.41	9,167.98	9,626.38
147				Annual	95,035.73	99,787.52	104,776.90	110,015.75	115,516.54
			Longevity 5%	Hourly	47.9748	50.3735	52.8922	55.5368	58.3136
				Bi-weekly	3,837.98	4,029.88	4,231.38	4,442.94	4,665.09
				Monthly	8,315.63	8,731.41	9,167.98	9,626.38	10,107.70
				Annual	99,787.52	104,776.90	110,015.75	115,516.54	121,292.37
			Longevity 10%	Hourly	50.2593	52.7723	55.4109	58.1814	61.0905
				Bi-weekly	4,020.74	4,221.78	4,432.87	4,654.51	4,887.24
				Monthly	8,711.61	9,147.19	9,604.55	10,084.78	10,589.02
				Annual	104,539.31	109,766.28	115,254.59	121,017.32	127,068.19
148	804	Exempt	Asst Water Distribution Superintendent	Hourly	46.8351	49.1769	51.6357	54.2175	56.9284
148	807	Exempt	Development Permits Coordinator	Bi-weekly	3,746.81	3,934.15	4,130.86	4,337.40	4,554.27
148	147	Exempt	Fleet Manager	Monthly	8,118.08	8,523.99	8,950.19	9,397.70	9,867.58

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
148	806	Exempt	Senior Planner	Annual	97,417.01	102,287.86	107,402.25	112,772.36	118,410.98
			Longevity 5%	Hourly	49.1769	51.6357	54.2175	56.9284	59.7748
				Bi-weekly	3,934.15	4,130.86	4,337.40	4,554.27	4,781.98
				Monthly	8,523.99	8,950.19	9,397.70	9,867.58	10,360.96
				Annual	102,287.86	107,402.25	112,772.36	118,410.98	124,331.53
			Longevity 10%	Hourly	51.5186	54.0945	56.7993	59.6392	62.6212
				Bi-weekly	4,121.49	4,327.56	4,543.94	4,771.14	5,009.70
				Monthly	8,929.89	9,376.39	9,845.21	10,337.47	10,854.34
				Annual	107,158.71	112,516.65	118,142.48	124,049.60	130,252.08
149	5060	Exempt	Housing Project Developer	Hourly	48.0069	50.4072	52.9276	55.574	58.3526
149	133	Exempt	Purchasing Manager	Bi-weekly	3,840.55	4,032.58	4,234.21	4,445.92	4,668.21
149	850		Senior Personnel Analyst	Monthly	8,321.19	8,737.25	9,174.11	9,632.82	10,114.46
149				Annual	99,854.29	104,847.00	110,089.35	115,593.82	121,373.51
			Longevity 5%	Hourly	50.4072	52.9276	55.574	58.3526	61.2703
				Bi-weekly	4,032.58	4,234.21	4,445.92	4,668.21	4,901.62
				Monthly	8,737.25	9,174.11	9,632.82	10,114.46	10,620.18
				Annual	104,847.00	110,089.35	115,593.82	121,373.51	127,442.19
			Longevity 10%	Hourly	52.8076	55.4479	58.2203	61.1313	64.1879
				Bi-weekly	4,224.61	4,435.83	4,657.62	4,890.50	5,135.03
				Monthly	9,153.31	9,610.98	10,091.52	10,596.10	11,125.91
				Annual	109,839.71	115,331.70	121,098.29	127,153.20	133,510.86
150	175	Exempt	Assistant Maintenance Superintendent	Hourly	49.2055	51.6658	54.249	56.9615	59.8096
150				Bi-weekly	3,936.44	4,133.26	4,339.92	4,556.92	4,784.77
150				Monthly	8,528.95	8,955.40	9,403.17	9,873.33	10,366.99
150				Annual	102,347.39	107,464.76	112,838.00	118,479.90	124,403.90
			Longevity 5%	Hourly	51.6658	54.249	56.9615	59.8096	62.8
				Bi-weekly	4,133.26	4,339.92	4,556.92	4,784.77	5,024.00
				Monthly	8,955.40	9,403.17	9,873.33	10,366.99	10,885.34
				Annual	107,464.76	112,838.00	118,479.90	124,403.90	130,624.10
			Longevity 10%	Hourly	54.126	56.8323	59.6739	62.6576	65.7905
				Bi-weekly	4,330.08	4,546.58	4,773.91	5,012.61	5,263.24
				Monthly	9,381.85	9,850.94	10,343.48	10,860.66	11,403.69
				Annual	112,582.14	118,211.25	124,121.81	130,327.90	136,844.29
151	132	Exempt	Accounting Manager	Hourly	50.4399	52.9619	55.61	58.3905	61.3101
151	143	Exempt	Administrative Manager	Bi-weekly	4,035.19	4,236.95	4,448.80	4,671.24	4,904.81
151	134	Exempt	Auditor Controller	Monthly	8,742.92	9,180.07	9,639.07	10,121.03	10,627.08
151	176	Exempt	Environmental Services Manager	Annual	104,915.07	110,160.82	115,668.86	121,452.30	127,524.91
	5030	Exempt	Finance Manager						
	136	Exempt	Information Systems Manager						
	5040	Exempt	Information Technology Project Manager						
			Longevity 5%	Hourly	52.9619	55.61	58.3905	61.3101	64.3756
				Bi-weekly	4,236.95	4,448.80	4,671.24	4,904.81	5,150.05
				Monthly	9,180.07	9,639.07	10,121.03	10,627.08	11,158.43
				Annual	110,160.82	115,668.86	121,452.30	127,524.91	133,901.16
			Longevity 10%	Hourly	55.4839	58.2581	61.171	64.2296	67.4411
				Bi-weekly	4,438.71	4,660.65	4,893.68	5,138.37	5,395.29
				Monthly	9,617.21	10,098.07	10,602.98	11,133.13	11,689.78
				Annual	115,406.56	121,176.89	127,235.73	133,597.52	140,277.40

					Entry				Maximum
Grade	Class Code	Status	Classification Title		Step 1	Step 2	Step 3	Step 4	Step 5
152	2612	Exempt	Building Inspection Manager	Hourly	51.701	54.2861	57.0004	59.8504	62.8429
152	815	Exempt	Deputy City Attorney II	Bi-weekly	4,136.08	4,342.89	4,560.03	4,788.03	5,027.43
152	172	Exempt	Deputy Maintenance Superintendent	Monthly	8,961.51	9,409.59	9,880.07	10,374.07	10,892.78
152	5020	Exempt	Economic Development Program Manager	Annual	107,538.17	112,915.08	118,560.83	124,488.87	130,713.31
	125	Exempt	Housing Program Manager						
	192	Exempt	Mare Island Conversion Program Manager						
	801	Exempt	Principal Planner						
	126	Exempt	Real Property and Asset Manager						
	165	Exempt	Transportation Program Manager						
	186	Exempt	Water Distribution Superintendent						
		Exempt	Water Facilities Superintendent						
	5050	Exempt	Water Quality Manager						
			Longevity 5%	Hourly	54.2861	57.0004	59.8504	62.8429	65.9851
				Bi-weekly	4,342.89	4,560.03	4,788.03	5,027.43	5,278.81
				Monthly	9,409.59	9,880.07	10,374.07	10,892.78	11,437.42
				Annual	112,915.08	118,560.83	124,488.87	130,713.31	137,248.98
			Longevity 10%	Hourly	56.8711	59.7147	62.7004	65.8355	69.1272
				Bi-weekly	4,549.69	4,777.18	5,016.03	5,266.84	5,530.18
				Monthly	9,857.66	10,350.55	10,868.08	11,411.48	11,982.05
				Annual	118,291.97	124,206.57	130,416.90	136,937.75	143,784.64
153		Exempt	Water Operations Superintendent	Hourly	52.9982	55.6481	58.4305	61.352	64.4196
153				Bi-weekly	4,239.86	4,451.85	4,674.44	4,908.16	5,153.57
153				Monthly	9,186.35	9,645.67	10,127.95	10,634.35	11,166.07
153				Annual	110,236.20	115,748.01	121,535.41	127,612.18	133,992.79
			Longevity 5%	Hourly	55.6481	58.4305	61.352	64.4196	67.6406
				Bi-weekly	4,451.85	4,674.44	4,908.16	5,153.57	5,411.25
				Monthly	9,645.67	10,127.95	10,634.35	11,166.07	11,724.37
				Annual	115,748.01	121,535.41	127,612.18	133,992.79	140,692.43
			Longevity 10%	Hourly	58.298	61.2129	64.2735	67.4872	70.8616
				Bi-weekly	4,663.84	4,897.03	5,141.88	5,398.98	5,668.93
				Monthly	10,104.99	10,610.23	11,140.75	11,697.78	12,282.67
				Annual	121,259.82	127,322.81	133,688.95	140,373.40	147,392.07
154	155	Exempt	Assistant City Engineer	Hourly	54.3217	57.0378	59.8897	62.8841	66.0284
154				Bi-weekly	4,345.74	4,563.02	4,791.18	5,030.73	5,282.27
154				Monthly	9,415.76	9,886.55	10,380.88	10,899.92	11,444.91
154				Annual	112,989.11	118,638.57	124,570.50	130,799.02	137,338.97
			Longevity 5%	Hourly	57.0378	59.8897	62.8841	66.0284	69.3298
				Bi-weekly	4,563.02	4,791.18	5,030.73	5,282.27	5,546.38
				Monthly	9,886.55	10,380.88	10,899.92	11,444.91	12,017.16
				Annual	118,638.57	124,570.50	130,799.02	137,338.97	144,205.92
			Longevity 10%	Hourly	59.7539	62.7415	65.8786	69.1726	72.6312
				Bi-weekly	4,780.31	5,019.32	5,270.29	5,533.81	5,810.50
				Monthly	10,357.34	10,875.20	11,418.96	11,989.91	12,589.41
				Annual	124,288.02	130,502.42	137,027.54	143,878.92	151,072.87
15A	194	Exempt	Code Enforcement Manager	Hourly	55.6815	58.4656	61.3889	64.4583	67.6812
15A	4125	Exempt	Fire Prevention Manager	Bi-weekly	4,454.52	4,677.25	4,911.11	5,156.66	5,414.50
15A	140	Exempt	Risk Manager	Monthly	9,651.46	10,134.03	10,640.74	11,172.77	11,731.41
15A		Exempt	Non-Safety	Annual	115,817.53	121,608.41	127,688.83	134,073.27	140,776.93

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
			Longevity 5%	Hourly	58.4656	61.3889	64.4583	67.6812	71.0653
				Bi-weekly	4,677.25	4,911.11	5,156.66	5,414.50	5,685.22
				Monthly	10,134.03	10,640.74	11,172.77	11,731.41	12,317.98
				Annual	121,608.41	127,688.83	134,073.27	140,776.93	147,815.78
			Longevity 10%	Hourly	61.2497	64.3121	67.5277	70.9041	74.4493
				Bi-weekly	4,899.98	5,144.97	5,402.22	5,672.33	5,955.94
				Monthly	10,616.61	11,147.44	11,704.81	12,290.05	12,904.55
				Annual	127,399.28	133,769.24	140,457.70	147,480.59	154,854.62
156	111	Exempt	Economic Development Manager	Hourly	57.0768	59.9306	62.9272	66.0735	69.3772
156				Bi-weekly	4,566.14	4,794.45	5,034.18	5,285.88	5,550.18
156				Monthly	9,893.31	10,387.98	10,907.38	11,452.75	12,025.38
156				Annual	118,719.73	124,655.72	130,888.51	137,432.94	144,304.59
			Longevity 5%	Hourly	59.9306	62.9272	66.0735	69.3772	72.8461
				Bi-weekly	4,794.45	5,034.18	5,285.88	5,550.18	5,827.69
				Monthly	10,387.98	10,907.38	11,452.75	12,025.38	12,626.65
				Annual	124,655.72	130,888.51	137,432.94	144,304.59	151,519.82
			Longevity 10%	Hourly	62.7845	65.9237	69.2199	72.6809	76.3149
				Bi-weekly	5,022.76	5,273.90	5,537.59	5,814.47	6,105.19
				Monthly	10,882.64	11,426.78	11,998.11	12,598.02	13,227.92
				Annual	130,591.71	137,121.30	143,977.37	151,176.24	158,735.05
157	110	Exempt	Planning Manager	Hourly	58.508	61.4334	64.5051	67.7304	71.1169
157				Bi-weekly	4,680.64	4,914.67	5,160.41	5,418.43	5,689.35
157				Monthly	10,141.39	10,648.46	11,180.89	11,739.93	12,326.93
157				Annual	121,696.70	127,781.54	134,170.62	140,879.15	147,923.11
			Longevity 5%	Hourly	61.4334	64.5051	67.7304	71.1169	74.6727
				Bi-weekly	4,914.67	5,160.41	5,418.43	5,689.35	5,973.82
				Monthly	10,648.46	11,180.89	11,739.93	12,326.93	12,943.27
				Annual	127,781.54	134,170.62	140,879.15	147,923.11	155,319.27
			Longevity 10%	Hourly	64.3588	67.5768	70.9556	74.5034	78.2286
				Bi-weekly	5,148.70	5,406.14	5,676.45	5,960.27	6,258.29
				Monthly	11,155.53	11,713.31	12,298.97	12,913.92	13,559.62
				Annual	133,866.38	140,559.70	147,587.69	154,967.07	162,715.42
158	120	Exempt	Community Development Program Manager	Hourly	59.9751	62.9739	66.1226	69.4287	72.9001
158		Exempt	Housing & Comm. Develop. Program Mgr	Bi-weekly	4,798.01	5,037.91	5,289.81	5,554.30	5,832.01
158	166	Exempt	Transportation Program Superintendent	Monthly	10,395.69	10,915.47	11,461.24	12,034.31	12,636.02
158				Annual	124,748.23	130,985.64	137,534.92	144,411.67	151,632.25
			Longevity 5%	Hourly	62.9739	66.1226	69.4287	72.9001	76.5451
				Bi-weekly	5,037.91	5,289.81	5,554.30	5,832.01	6,123.61
				Monthly	10,915.47	11,461.24	12,034.31	12,636.02	13,267.82
				Annual	130,985.64	137,534.92	144,411.67	151,632.25	159,213.86
			Longevity 10%	Hourly	65.9726	69.2713	72.7348	76.3716	80.1901
				Bi-weekly	5,277.81	5,541.70	5,818.78	6,109.73	6,415.21
				Monthly	11,435.26	12,007.02	12,607.37	13,237.74	13,899.62
				Annual	137,223.06	144,084.21	151,288.42	158,852.84	166,795.48
A15			Non-Safety	Hourly	61.4745	64.5482	67.7756	71.1644	74.7226
A15				Bi-weekly	4,917.96	5,163.86	5,422.05	5,693.15	5,977.81
A15				Monthly	10,655.58	11,188.36	11,747.77	12,335.16	12,951.92
A15				Annual	127,866.93	134,260.28	140,973.29	148,021.95	155,423.05

Grade	Class Code	Status	Classification Title	Entry	Step					Maximum
					Step 1	Step 2	Step 3	Step 4	Step 5	
			Longevity 5%	Hourly	64.5482	67.7756	71.1644	74.7226	78.4588	
				Bi-weekly	5,163.86	5,422.05	5,693.15	5,977.81	6,276.70	
				Monthly	11,188.36	11,747.77	12,335.16	12,951.92	13,599.52	
				Annual	134,260.28	140,973.29	148,021.95	155,423.05	163,194.20	
			Longevity 10%	Hourly	67.6219	71.003	74.5532	78.2808	82.1949	
				Bi-weekly	5,409.75	5,680.24	5,964.26	6,262.46	6,575.59	
				Monthly	11,721.14	12,307.19	12,922.55	13,568.68	14,247.11	
				Annual	140,653.62	147,686.30	155,070.62	162,824.15	170,965.36	
160	170	Exempt	Assistant PW Director - Maintenance	Hourly	63.0162	66.167	69.4753	72.9491	76.5965	
160	185	Exempt	Water Engineering Manager	Bi-weekly	5,041.30	5,293.36	5,558.02	5,835.93	6,127.72	
160				Monthly	10,922.80	11,468.94	12,042.39	12,644.51	13,276.73	
160				Annual	131,073.62	137,627.30	144,508.67	151,734.10	159,320.80	
			Longevity 5%	Hourly	66.167	69.4753	72.9491	76.5965	80.4264	
				Bi-weekly	5,293.36	5,558.02	5,835.93	6,127.72	6,434.11	
				Monthly	11,468.94	12,042.39	12,644.51	13,276.73	13,940.57	
				Annual	137,627.30	144,508.67	151,734.10	159,320.80	167,286.84	
			Longevity 10%	Hourly	69.3178	72.7837	76.4228	80.244	84.2562	
				Bi-weekly	5,545.42	5,822.70	6,113.82	6,419.52	6,740.50	
				Monthly	12,015.08	12,615.84	13,246.63	13,908.96	14,604.41	
				Annual	144,180.97	151,390.02	158,959.52	166,907.50	175,252.88	
161	115	Exempt	Chief Building Official	Hourly	64.5906	67.8201	71.2111	74.7717	78.5103	
161	137	Exempt	Chief Information Officer	Bi-weekly	5,167.25	5,425.61	5,696.89	5,981.74	6,280.82	
161				Monthly	11,195.70	11,755.49	12,343.26	12,960.43	13,608.45	
161				Annual	134,348.43	141,065.85	148,119.14	155,525.10	163,301.35	
			Longevity 5%	Hourly	67.8201	71.2111	74.7717	78.5103	82.4358	
				Bi-weekly	5,425.61	5,696.89	5,981.74	6,280.82	6,594.86	
				Monthly	11,755.49	12,343.26	12,960.43	13,608.45	14,288.87	
				Annual	141,065.85	148,119.14	155,525.10	163,301.35	171,466.42	
			Longevity 10%	Hourly	71.0497	74.6021	78.3322	82.2489	86.3613	
				Bi-weekly	5,683.98	5,968.17	6,266.58	6,579.91	6,908.90	
				Monthly	12,315.27	12,931.04	13,577.59	14,256.47	14,969.29	
				Annual	147,783.28	155,172.44	162,931.06	171,077.61	179,631.49	
162	820	Exempt	Assistant City Attorney I	Hourly	66.2095	69.52	72.996	76.6458	80.4781	
162				Bi-weekly	5,296.76	5,561.60	5,839.68	6,131.66	6,438.25	
162				Monthly	11,476.31	12,050.13	12,652.64	13,285.27	13,949.53	
162				Annual	137,715.77	144,601.56	151,831.64	159,423.22	167,394.38	
			Longevity 5%	Hourly	69.52	72.996	76.6458	80.4781	84.502	
				Bi-weekly	5,561.60	5,839.68	6,131.66	6,438.25	6,760.16	
				Monthly	12,050.13	12,652.64	13,285.27	13,949.53	14,647.01	
				Annual	144,601.56	151,831.64	159,423.22	167,394.38	175,764.10	
			Longevity 10%	Hourly	72.8305	76.472	80.2956	84.3104	88.5259	
				Bi-weekly	5,826.44	6,117.76	6,423.65	6,744.83	7,082.07	
				Monthly	12,623.95	13,255.14	13,917.90	14,613.80	15,344.49	
				Annual	151,487.34	159,061.71	167,014.80	175,365.54	184,133.82	
163				Hourly	67.8647	71.258	74.8209	78.5619	82.49	
163				Bi-weekly	5,429.18	5,700.64	5,985.67	6,284.95	6,599.20	
163				Monthly	11,763.22	12,351.38	12,968.95	13,617.40	14,298.27	

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
163				Annual	141,158.61	148,216.54	155,627.37	163,408.74	171,579.18
			Longevity 5%	Hourly	71.258	74.8209	78.5619	82.49	86.6145
				Bi-weekly	5,700.64	5,985.67	6,284.95	6,599.20	6,929.16
				Monthly	12,351.38	12,968.95	13,617.40	14,298.27	15,013.18
				Annual	148,216.54	155,627.37	163,408.74	171,579.18	180,158.14
			Longevity 10%	Hourly	74.6512	78.3838	82.3029	86.4181	90.739
				Bi-weekly	5,972.10	6,270.70	6,584.23	6,913.45	7,259.12
				Monthly	12,939.54	13,586.52	14,265.84	14,979.14	15,728.09
				Annual	155,274.48	163,038.20	171,190.11	179,749.62	188,737.10
164				Hourly	69.5613	73.0394	76.6914	80.5259	84.5522
164				Bi-weekly	5,564.90	5,843.15	6,135.31	6,442.07	6,764.18
164				Monthly	12,057.30	12,660.16	13,293.17	13,957.83	14,655.72
164				Annual	144,687.55	151,921.93	159,518.03	167,493.93	175,868.63
			Longevity 5%	Hourly	73.0394	76.6914	80.5259	84.5522	88.7798
				Bi-weekly	5,843.15	6,135.31	6,442.07	6,764.18	7,102.38
				Monthly	12,660.16	13,293.17	13,957.83	14,655.72	15,388.51
				Annual	151,921.93	159,518.03	167,493.93	175,868.63	184,662.06
			Longevity 10%	Hourly	76.5175	80.3433	84.3605	88.5785	93.0074
				Bi-weekly	6,121.40	6,427.46	6,748.84	7,086.28	7,440.59
				Monthly	13,263.03	13,926.18	14,622.49	15,353.61	16,121.29
				Annual	159,156.30	167,114.12	175,469.83	184,243.32	193,455.49
165				Hourly	71.3004	74.8654	78.6087	82.5392	86.6661
165				Bi-weekly	5,704.03	5,989.23	6,288.70	6,603.14	6,933.29
165				Monthly	12,358.74	12,976.68	13,625.51	14,306.79	15,022.13
165				Annual	148,304.88	155,720.12	163,506.13	171,681.44	180,265.51
			Longevity 5%	Hourly	74.8654	78.6087	82.5392	86.6661	90.9994
				Bi-weekly	5,989.23	6,288.70	6,603.14	6,933.29	7,279.95
				Monthly	12,976.68	13,625.51	14,306.79	15,022.13	15,773.23
				Annual	155,720.12	163,506.13	171,681.44	180,265.51	189,278.79
			Longevity 10%	Hourly	78.4305	82.352	86.4696	90.7931	95.3327
				Bi-weekly	6,274.44	6,588.16	6,917.57	7,263.45	7,626.62
				Monthly	13,594.61	14,274.34	14,988.06	15,737.47	16,524.34
				Annual	163,135.36	171,292.13	179,856.74	188,849.58	198,292.06
166	825	Exempt	Assistant City Attorney II	Hourly	73.0828	76.737	80.5738	84.6025	88.8326
166	150	Exempt	Asst. Public Works Dir./City Engineer	Bi-weekly	5,846.62	6,138.96	6,445.90	6,768.20	7,106.61
166	180	Exempt	Asst. Public Works Director - Water	Monthly	12,667.69	13,301.07	13,966.13	14,664.43	15,397.66
166				Annual	152,012.28	159,612.89	167,593.53	175,973.21	184,771.87
			Longevity 5%	Hourly	76.737	80.5738	84.6025	88.8326	93.2743
				Bi-weekly	6,138.96	6,445.90	6,768.20	7,106.61	7,461.94
				Monthly	13,301.07	13,966.13	14,664.43	15,397.66	16,167.54
				Annual	159,612.89	167,593.53	175,973.21	184,771.87	194,010.46
			Longevity 10%	Hourly	80.3911	84.4107	88.6312	93.0628	97.7159
				Bi-weekly	6,431.29	6,752.86	7,090.50	7,445.02	7,817.27
				Monthly	13,934.46	14,631.18	15,362.74	16,130.88	16,937.42
				Annual	167,213.50	175,574.18	184,352.89	193,570.53	203,249.06
167				Hourly	74.9099	78.6554	82.5882	86.7176	91.0534
167				Bi-weekly	5,992.79	6,292.43	6,607.06	6,937.41	7,284.27

Grade	Class Code	Status	Classification Title	Entry	Maximum				
					Step 1	Step 2	Step 3	Step 4	Step 5
167				Monthly	12,984.38	13,633.60	14,315.28	15,031.04	15,782.60
167				Annual	155,812.57	163,603.20	171,783.36	180,372.53	189,391.16
			Longevity 5%	Hourly	78.6554	82.5882	86.7176	91.0534	95.6061
				Bi-weekly	6,292.43	6,607.06	6,937.41	7,284.27	7,648.49
				Monthly	13,633.60	14,315.28	15,031.04	15,782.60	16,571.73
				Annual	163,603.20	171,783.36	180,372.53	189,391.16	198,860.72
			Longevity 10%	Hourly	82.4009	86.5209	90.847	95.3893	100.1588
				Bi-weekly	6,592.07	6,921.67	7,267.76	7,631.14	8,012.70
				Monthly	14,282.82	14,996.96	15,746.81	16,534.15	17,360.86
				Annual	171,393.83	179,963.52	188,961.70	198,409.79	208,330.28

Appendix: Personnel Summary

Legislative, Executive and Legal Departments

		FY 17-18	FY 18-19	FY 19-20	FY 20-21			
					Previously Approved Changes	Proposed Changes		
Group		Amended	Amended	Amended	Adopted		Amended	
GENERAL FUND:								
LEGISLATIVE								
MAYOR & COUNCIL								
Mayor	MAYOR	1.00	1.00	1.00	1.00	-	-	1.00
City Council	COUNCIL	6.00	6.00	6.00	6.00	-	-	6.00
Executive Assistant to the Mayor	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Total Legislative		8.00	8.00	8.00	8.00	-	-	8.00
EXECUTIVE								
CITY MANAGER								
City Manager	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Assistant City Manager	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Special Advisor to the City Manager (Limited Term) (A)	EXEC	-	-	1.00	1.00	-	-	1.00
Assistant to the City Manager	EXEC	1.00	2.00	2.00	2.00	-	-	2.00
Communications and Public Information Officer	EXEC	-	-	1.00	1.00	-	-	1.00
Executive Assistant to the City Manager	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Real Property and Asset Manager	CAMP	-	-	1.00	1.00	-	-	1.00
Executive Secretary	CAMP	1.00	1.00	1.00	1.00	-	-	1.00
Community and Volunteer Coordinator	CAMP	-	1.00	1.00	1.00	-	-	1.00
Administrative Analyst II	CAMP	-	1.00	2.00	2.00	-	-	2.00
Administrative Analyst I	CAMP	1.00	1.00	-	-	-	-	-
Administrative Clerk II-C	CAMP	-	-	1.00	1.00	-	-	1.00
Administrative Clerk I-C	CAMP	1.00	1.00	-	-	-	-	-
		7.00	10.00	13.00	13.00	-	-	13.00
CITY CLERK								
City Clerk	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Deputy City Clerk	CAMP	1.00	1.00	1.00	1.00	-	-	1.00
Records Coordinator	CAMP	1.00	-	-	-	-	-	-
Contracts & Records Technician	CAMP	-	1.00	1.00	1.00	-	-	1.00
		3.00	3.00	3.00	3.00	-	-	3.00
INFORMATION TECHNOLOGY								
Information & Technology Director	EXEC	1.00	1.00	-	-	-	-	-
Chief Innovation Officer	EXEC	-	-	1.00	1.00	-	-	1.00
IT Project Manager	CAMP	-	-	1.00	1.00	-	-	1.00
Information Systems Manager	CAMP	1.00	1.00	3.00	3.00	-	-	3.00
Network Administrator	CAMP	-	1.00	1.00	1.00	-	-	1.00
Information Services Specialist	IBEW	1.00	1.00	1.00	1.00	-	-	1.00
Media Services Specialist	CAMP	1.00	1.00	1.00	1.00	-	-	1.00
Information Support Technician II	IBEW	1.00	1.00	3.00	3.00	-	-	3.00
Information Support Technician I	IBEW	1.00	1.00	1.00	1.00	-	-	1.00
Administrative Clerk II	IBEW	1.00	1.00	1.00	1.00	-	-	1.00
		7.00	8.00	13.00	13.00	-	-	13.00
ECONOMIC DEVELOPMENT								
Mare Island Conversion Manager	CAMP	-	1.00	-	-	-	-	-
Real Property and Asset Manager	CAMP	-	1.00	-	-	-	-	-
Administrative Manager	CAMP	-	1.00	-	-	-	-	-
Economic Development Program Manager	CAMP	-	-	2.00	2.00	-	-	2.00
Sr. Comm. Development Analyst	IBEW	-	1.00	1.00	1.00	-	-	1.00
Administrative Analyst II	CAMP	-	1.00	1.00	1.00	-	-	1.00
Secretary	IBEW	-	1.00	1.00	1.00	-	-	1.00
		-	6.00	5.00	5.00	-	-	5.00
Subtotal Executive, General Fund		17.00	27.00	34.00	34.00	-	-	34.00

(A) Limited Term extended to June 30, 2021

Appendix: Personnel Summary

Legislative, Executive and Legal Departments

		FY 17-18	FY 18-19	FY 19-20	FY 20-21			
					Previously Approved Changes	Proposed Changes		
Group		Amended	Amended	Amended	Adopted		Amended	
EXECUTIVE (continued)								
HOUSING/SECTION 8 Fund 121								
Housing & Community Development Manager	CAMP	-	1.00	1.00	1.00	-	-	1.00
Community Dev. Program Manager	CAMP	1.00	-	-	-	-	-	-
Housing Project Developer	CAMP	-	-	-	-	-	1.00	1.00
Housing Specialist Supervisor	IBEW	1.00	1.00	-	-	-	-	-
Housing Specialist I / II	IBEW	7.00	7.00	7.00	7.00	-	-	7.00
Sr. Housing Specialist	IBEW	1.00	1.00	1.00	1.00	-	-	1.00
Administrative Analyst II	CAMP	-	-	3.00	3.00	-	(1.00)	2.00
Administrative Analyst I	CAMP	1.00	1.00	-	-	-	-	-
Administrative Analyst I (Limited Term)	CAMP	-	1.00	-	-	-	-	-
Secretary	IBEW	1.00	1.00	1.00	1.00	-	-	1.00
Sr. Community Dev. Analyst	IBEW	1.00	1.00	-	-	-	-	-
Admin Clerk II	IBEW	2.00	2.00	2.00	2.00	-	-	2.00
Admin Clerk I (Conf) (Limited Term)	CAMP	-	1.00	-	-	-	-	-
		15.00	17.00	15.00	15.00	-	-	15.00
FIBER Fund 432								
Administrative Analyst II	CAMP	1.00	-	-	-	-	-	-
		1.00	-	-	-	-	-	-
SELF INSURANCE Fund								
Risk Manager / Safety Officer	EXEC	-	1.00	1.00	1.00	-	-	1.00
Administrative Analyst II	CAMP	-	-	3.00	3.00	-	-	3.00
Administrative Analyst II (Risk)	CAMP	-	2.00	-	-	-	-	-
Admin Clerk II (Conf)	CAMP	-	1.00	1.00	1.00	-	-	1.00
		-	4.00	5.00	5.00	-	-	5.00
Total Executive		33.00	48.00	54.00	54.00	-	-	54.00
LEGAL								
CITY ATTORNEY								
City Attorney	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Chief Assistant City Attorney	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Asst. City Attorney II-E	EXEC	-	1.00	1.00	1.00	-	-	1.00
Asst. City Attorney II	CAMP	2.00	1.00	1.00	1.00	-	-	1.00
Deputy City Attorney II	CAMP	2.00	2.00	2.00	2.00	-	-	2.00
Deputy City Attorney I	CAMP	2.00	2.00	2.00	2.00	-	-	2.00
Law Office Supervisor	EXEC	1.00	1.00	1.00	1.00	-	-	1.00
Senior Administrative Clerk-C	CAMP	-	-	1.00	1.00	-	-	1.00
Administrative Clerk I-C	CAMP	1.00	1.00	-	-	-	-	-
Legal Secretary	CAMP	3.00	3.00	3.00	3.00	-	-	3.00
		13.00	13.00	13.00	13.00	-	-	13.00
SELF INSURANCE Fund (A)								
Risk Manager / Safety Officer	EXEC	1.00	-	-	-	-	-	-
Administrative Analyst I (Risk)	CAMP	1.00	-	-	-	-	-	-
		2.00	-	-	-	-	-	-
Total Legal		15.00	13.00	13.00	13.00	-	-	13.00
TOTAL LEGISLATIVE, EXECUTIVE AND LEGAL		56.00	69.00	75.00	75.00	0.00	0.00	75.00

(A) Risk Management functions consolidated under the City Manager's Office in FY2018-19.



DATE: September 15, 2020
TO: Mayor and Members of the City Council
FROM: Judy Shepard-Hall, Director of Housing and Community Development Division
Libby Seifel, Seifel Consulting Inc.
SUBJECT: ADOPT THE VALLEJO HOUSING STRATEGY FRAMEWORK AND IMPLEMENTATION PLAN TO PRODUCE/PRESERVE HOUSING, AND PREVENT HOMELESSNESS FOR A BROAD SPECTRUM OF PEOPLE WHO LIVE AND WORK THROUGHOUT VALLEJO AND AUTHORIZE STAFF TO IMPLEMENT THE VISION, GOALS, AND WORK PLAN

RECOMMENDATION

To approve the Vallejo Housing Strategy Framework and authorize staff to implement the vision, goals, and work plan.

REASONS FOR RECOMMENDATION

In the 2019 -2020 fiscal year the City of Vallejo prioritized goals for the Vallejo Housing and Community Development to establish a Housing Strategy and accompanying Action Plan. The intent of establishing the Housing Strategy was to identify goals for market rate housing, workforce housing and low income housing and create a policy within 12 months. The City conducted meeting with stakeholders representing a variety of groups and interests within the community, including youth, the faith community, non-profits, education, businesses, developers, realtors, etc., with the intent to use these meeting to gather information about housing in Vallejo prior to holding study sessions.

BACKGROUND AND DISCUSSION

The Vallejo Housing Strategy (Strategy) was developed with the input from numerous community stakeholders, including members of the City Council, Planning Commission, Housing and Development Commission, Vallejo Housing Authority Resident Advisory Board, and City staff. The Strategy builds upon the recommended programs and actions in the Public Housing Agency Plan and Consolidated Plan, which were also developed in consultation with community members in 2020. The list of those who provided input to the Strategy is included on the following pages in Appendix Exhibit 1.1.

During the development of the Strategy, four meetings were held with community stakeholders to discuss Vallejo's housing needs, opportunities and challenges and to gather recommendations regarding how best to address them in the future. During each meeting, a diverse array of stakeholders participated in group discussions where they provided both verbal and written recommendations. Additional input was also provided via electronic correspondence and phone conversations with stakeholders, as well as during meetings related to the Public Housing Agency Plan (PHA Plan) and Consolidated Plan (Con Plan). The following community meetings were held where input was gathered:

- Housing Strategy Meetings– January 27, 2020 and February 25, 2020

**Subject: ADOPT THE VALLEJO HOUSING STRATEGY FRAMEWORK AND IMPLEMENTATION PLAN
TO PRODUCE/PRESERVE HOUSING, AND PREVENT HOMELESSNESS FOR A BROAD
SPECTRUM OF PEOPLE WHO LIVE AND WORK THROUGHOUT VALLEJO AND
AUTHORIZE STAFF TO IMPLEMENT THE VISION, GOALS, AND WORK PLAN**

Page 2

- PHA Plan and Con Plan Meetings– January 23, February 26, March 9 and March 24, 2020
In addition to general information that was presented and gathered during the meetings, three key questions were posed to stakeholders to provide a framework for developing the Strategy recommendations:
- How do we create more housing opportunities for our diverse array of residents and workers?
- How do we best leverage the City's publicly owned sites for housing?
- What is most important for the City to do to overcome Vallejo's challenges?
A summary of the notes and information that were assembled in response to each question is included as Exhibit 1.2 in this appendix. Based on the responses to these questions, six major areas of Strategy focus emerged that formed the basis for its recommended goals and actions:
- Promote sustained City leadership in housing
- Preserve existing housing and expand affordability
- Prevent homelessness and support renters facing housing instability
- Catalyze new housing of different types and affordability
- Leverage public lands for housing
- Provide training and expand local workforce to build housing

Appendix Exhibit 1.2. also summarizes the stakeholder recommendations according to these six areas of focus and includes written materials provided by stakeholders. Given the diverse representation of Vallejo residents, workers, community organizations and businesses, the stakeholders recommended a broad variety of actions, some of which were not always consistent with one another. The Strategy exhibits focus on synthesizing and bringing together these diverse viewpoints into a series of actions and action steps to achieve the Strategy vision and goals that embody their collective contributions while taking into consideration the City of Vallejo's funding resources, staffing capacity and legal authority.

FISCAL IMPACT

There is no fiscal impact on any funds account associated with this item.

ENVIRONMENTAL REVIEW

This action is exempt from the California Environmental Quality Act (CEQA) because it is not a project which has a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, pursuant to CEQA Guideline section 15378.

ATTACHMENTS

1.	dR_Vallejo HousingStrategyReportandFindings_082820
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CONTACT

Date: September 15, 2020

**Subject: ADOPT THE VALLEJO HOUSING STRATEGY FRAMEWORK AND IMPLEMENTATION PLAN
TO PRODUCE/PRESERVE HOUSING, AND PREVENT HOMELESSNESS FOR A BROAD
SPECTRUM OF PEOPLE WHO LIVE AND WORK THROUGHOUT VALLEJO AND
AUTHORIZE STAFF TO IMPLEMENT THE VISION, GOALS, AND WORK PLAN**

Page 3

Judy Shepard-Hall, Director of Housing and Community Development Division
judy.shepard-hall@cityofvallejo.net, (707) 648-4408

DRAFT Vallejo Housing Strategy



Prepared for
City of Vallejo



Prepared by
Seifel Consulting Inc.

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Photo Credits for Cover (clockwise from far left): City of Vallejo, Factory OS and Autodesk, City of Vallejo Project Roomkey, Solano Economic Development Corporation, City of Vallejo Community Meeting February 25, 2020

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Vallejo Housing Strategy

The Vallejo Housing Strategy is the culmination of a 9-month process that was initiated by the City Council to prioritize and guide the City's housing programs over the next five years. The Strategy recommendations were developed with input from numerous community stakeholders, including members of the City Council, Planning Commission, Housing and Development Commission, Vallejo Housing Authority (VHA) Resident Advisory Board, and City staff during 2020.

The Strategy builds upon and incorporates relevant policies and information from the Vallejo General Plan, Housing Element, Public Housing Agency Plan and Consolidated Plan, which were similarly developed in consultation with community members. The Strategy takes into account Federal and State housing requirements, regional initiatives related to housing and homelessness, and recent changes to the City's municipal code that affect existing and future housing in Vallejo.

The Strategy was informed by an evaluation of the City's housing needs, challenges and opportunities, which was reviewed and discussed with community stakeholders, and then refined in collaboration with City staff. This included an analysis of the City's performance regarding its Regional Housing Needs Allocation (RHNA) and an assessment of potential residential developments that could help the City to achieve its current and future RHNA obligations.

A. Overview of the Strategy

The Strategy recommends a set of programs, actions and action steps to be undertaken by the City to help realize its long term vision and goals for housing. As shown below in Figure 1, the Strategy consists of five key elements that are designed to collectively serve as an implementation blueprint for the City's housing programs in the next few years.

Figure 1
Vallejo Housing Strategy Elements

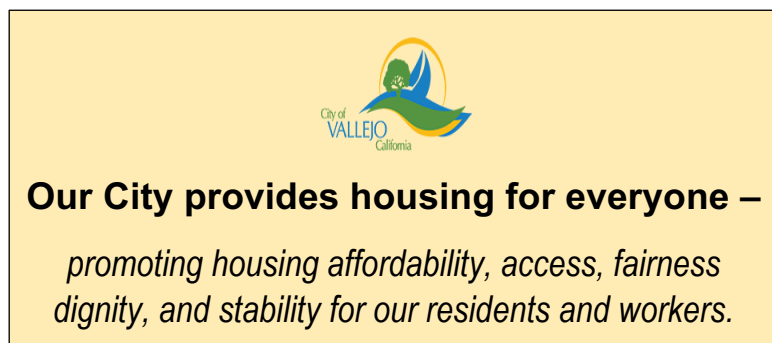


The Strategy includes a series of exhibits that summarize each element of the Strategy. As the Strategy is implemented, these exhibits will be refined to ensure that steady progress is made toward accomplishing the recommendations set forth in this report. Each element of the Strategy was informed by input from numerous stakeholders, and Appendix 1 summarizes the stakeholder input process and describes how comments and input from community members was incorporated into the recommended Strategy programs and actions. Appendix 2 summarizes the key findings from the housing analysis that was performed by Seifel Consulting and The Concord Group that informed the Strategy recommendations, and graphs that summarize key findings related to each Strategy program are included in this report. Seifel Consulting facilitated the Strategy process and prepared the draft Strategy report and presentations.

1. Strategy Vision and Goals

The Strategy begins with a long-term housing vision for Vallejo, which is shown below in Figure 2 and is encapsulated in the phrase– “Our City provides housing for everyone.” The Strategy vision builds upon community stakeholder input, the City’s policy documents and its municipal code, Federal and State requirements and incorporates key elements from core guiding principles in the Vallejo General Plan.

Figure 2
Vallejo Housing Vision



The Strategy recommends eight goals (“The Eight Ps”) to achieve the vision, which reflect the key housing principles and goals discussed during the stakeholder meetings, as well as echo key goals in the Housing Element, Public Housing Agency Plan and Consolidated Plan.

Figure 3
Vallejo Housing Strategy Goals – “The Eight Ps”

- P1 Promote transparency and build trust with community members
- P2 Promote fair housing and take meaningful action to achieve balanced and integrated housing
- P3 Preserve existing housing and expand housing affordability
- P4 Provide homeownership opportunities for Vallejo renters
- P5 Prevent homelessness, housing instability and displacement
- P6 Produce housing for the entire spectrum of residents and workers throughout Vallejo
- P7 Provide neighborhood services, enhance quality of life and increase opportunity in areas of high poverty
- P8 Promote job training, employment and economic self-sufficiency

2. Strategy Programs and Actions

The Strategy outlines actions under six program categories that are focused on achieving the Strategy vision and goals taking into consideration City of Vallejo's funding resources, staffing capacity and legal authority. Figure 4 below presents each program and identifies the City departments and divisions that will take the lead in implementing it.

Figure 4
Strategy Programs and Lead Departments

Housing Strategy Programs		Lead Departments	
I.	Promote sustained City leadership and action on housing	City Manager	Housing
II.	Preserve existing housing and expand affordability	Housing	City Attorney
III.	Prevent homelessness and support renters facing housing instability and displacement	City Manager & Homeless	Housing
IV.	Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	Housing	Planning & Development Services
V.	Leverage public lands for housing	City Manager & Real Estate	Housing & Economic Development
VI.	Enhance resident self-sufficiency through training and employment opportunities	Housing	Economic Development

Each of the six programs have a series of actions and related action steps that are proposed to be implemented, as shown below in Figure 5. The Strategy also recommends a specific set of action steps to be undertaken during 2020 to 2021, which are included at the beginning of each recommended action, and presents key outcomes that would be accomplished during 2020 to 2021.

Figure 5
Strategy Programs, Actions and Implementation Timeline

Summary of Housing Strategy Programs and Actions		Implementation Timeline
I.	Promote sustained City leadership and action on housing	2020 Housing Strategy Adoption
A.	Establish a clear City vision and policy framework for housing	2020 Housing Strategy Adoption
B.	Expand funding resources from public and private sector	Ongoing work to secure resources
C.	Promote fair housing and take meaningful action to combat discrimination	2021 - update Fair Housing Plan
D.	Develop and maintain the Vallejo Housing Report Card	2020 - develop then implement
II.	Preserve existing housing and expand affordability	Expand City Efforts in 2020/21
A.	Preserve and expand existing housing resources	Expand on current City efforts
B.	Expand affordability to existing renters	Expand on current City efforts
C.	Improve affordability to existing homeowners	Expand on current City efforts
III.	Prevent homelessness and support renters facing housing instability and displacement	Expand City Efforts in 2020/21
A.	Expand programs to address homelessness	2020 - build upon Project Room Key
B.	Strengthen tenant education and protections	Expand on current City efforts
IV.	Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	Expand City Efforts in 2020/21
A.	Create environment to attract new development and expand housing	2020- Residential Zoning Code update
B.	Modify land use and design policies to encourage broader range of housing types citywide	2020- Residential Zoning Code update
C.	Catalyze broad range of affordable housing units throughout Vallejo	2020- focus on new developments
V.	Leverage public lands for housing	New Program Focus for 2020/2021
A.	Develop a Public Lands policy to leverage publicly owned sites for housing	2020- develop public lands policy
B.	Enter into public private partnerships to develop housing and services on public sites	2020/21- enter into partnerships
VI.	Enhance resident self-sufficiency through training and employment opportunities	New Program Focus for 2020/2021
A.	Prepare and train residents for employment in local businesses	2020/21- promote training partnerships

The following sections of the report describe each of the six Strategy programs and their associated actions and action steps. The Strategy also contains a series of exhibits that present the Strategy recommendations, which are included in the final section of this report:

- Exhibit 1 summarizes the Strategy, presenting the vision, goals, programs, actions and implementation timeline.
- Exhibit 2 presents the recommended action steps to be undertaken during 2020 to 2021.
- Exhibit 3 presents the key outcomes to be accomplished during 2020 to 2021.
- Exhibit 4 presents housing production action steps to help the City better achieve its Regional Housing Needs Allocation in its current RHNA 5 and upcoming RHNA 6 cycle.
- Exhibit 5 presents the Strategy action plan matrix, which contains all of the recommended action steps under each of the six programs. The action plan matrix also indicates what action steps are underway, how each action step correlates with City plans and policies, and indicates whether it will help the City to meet Federal, State, regional and/or local requirements.
- Exhibit 6 includes a map of publicly owned sites and key housing developments that are the focus of the housing production action steps presented in Exhibit 4.

As previously indicated, these exhibits will be refined as the Strategy is being implemented to ensure that steady progress is made toward accomplishing its recommendations. Two appendices are also included:

- Appendix 1 summarizes the community stakeholder process and how comments and input from community members was incorporated into the Strategy recommendations
- Appendix 2 summarizes the key findings from the housing analysis that was performed by Seifel Consulting and The Concord Group that informed the Strategy recommendations.

Collectively the Strategy report and exhibits are designed to be an implementation blueprint that the City will use to implement its housing programs over the next five years.

B. Program I – Promote sustained City leadership and action on housing

The Vallejo City Council prioritized the establishment of a Vallejo Housing Strategy during its FY 2019/20 goal setting workshop. The City Council also established a Vallejo Housing Strategy Liaison Committee consisting of Mayor Sampayan, Councilmember Brown and Councilmember Dew who have been actively engaged in the development and review of the Strategy. Members of the City Council and City staff reached out to numerous community stakeholders to gather their input regarding the Strategy, and members of the Liaison Committee have participated in both in-person and online meetings to discuss and recommend key elements of the Strategy.

Since the beginning, a key focus of the Strategy has been to promote sustained City leadership and action on housing and to make housing a key priority for Vallejo. The first goal of the Strategy reflects the commitment of the City Council and City staff to gather input from community members, provide information regarding housing programs and policies, and build trust with community members:

- **Strategy Goal P1–** Promote transparency and build trust with community members

The second goal of the Strategy is to promote fair housing and to take meaningful action to achieve balanced and integrated housing throughout Vallejo:

- **Strategy Goal P2**—Promote fair housing and take meaningful action to achieve balanced and integrated housing

While the Strategy is designed to holistically address all of the Strategy goals, Program I is particularly focused on the achieving the first two Strategy goals. As with each of the Strategy programs, Program I includes recommended actions and action steps. Most of the action steps under Program I are proposed to be accomplished during 2020 to 2021.

1. Program I – Actions and Action Steps

Figure 6 presents the four actions under Program I as well as their implementation timeline. A key focus of Program I is to adopt the Housing Strategy in 2020. City staff will continue to focus on expanding resources from the public and private sector to support the City’s housing programs, promote fair housing and take meaningful action to combat discrimination. As part of the Strategy process, City staff and Seifel Consulting have developed a set of tools that collectively represent a “Vallejo Housing Report Card” to provide ongoing information that City staff and the public can use to monitor the City’s progress on its housing goals.

Figure 6
Program I – Actions and Implementation Timeline

Housing Strategy Programs and Actions	Implementation Timeline
I. Promote sustained City leadership and action on housing	2020 Housing Strategy Adoption
A. Establish a clear City vision and policy framework for housing	2020 Housing Strategy Adoption
B. Expand funding resources from public and private sector	Ongoing work to secure resources
C. Promote fair housing and take meaningful action to combat discrimination	2021 - update Fair Housing Plan
D. Develop and maintain the Vallejo Housing Report Card	2020 - develop then implement

Each of the four actions under Program I include a series of action steps. For example, the first action under Program I, Action I.A, contains four steps to be undertaken. All of the steps under Action I.A are already underway as they are integral components of the Strategy itself.

Figure 7 contains an excerpt from the Strategy Action Matrix that shows the recommended actions under Action I.A. The matrix shows that all of the recommended action steps in Action I.A are currently underway and will help the City to achieve its Federally required HUD Public Housing Agency Plan (PHA Plan) and Consolidated Plan (Con Plan). The last two action steps will also help the City to achieve its Housing Element programs, as well as to address its RHNA and other regional housing obligations. (Please refer to the first page of Exhibit 5 for the complete action plan for Program I.)

Figure 7
Action I.A (Excerpt from Strategy Action Matrix)

Housing Strategy Programs and Actions	Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements			
		1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law
I. Promote sustained City leadership and action on housing											
A. Establish a clear City vision and policy framework for housing											
1 Engage entire Vallejo community in helping to address housing challenges	X	X		X	X	X					
2 Promote transparency and build trust through ongoing communication and input from diverse community members	X	X		X	X	X					
3 Develop policies and programs to achieve the vision and goals of the Housing Strategy, as well as the City's RHNA allocation	X	X		X	X	X	X	X		X	
4 Leverage successful housing programs being undertaken by other cities and organizations	X	X		X	X	X	X	X		X	

2. Program I – Action Steps and Outcomes for 2020 to 2021

The Strategy recommends a specific set of action steps to be undertaken during 2020 to 2021, which are included at the beginning of each recommended program and action.

Figure 8 shows all of the recommended action steps to be undertaken under Program I. The Strategy recommends that all four action steps under Action 1.A be accomplished during 2020 to 2021, as well as to undertake all of the action steps related to the creation and updating of the Vallejo Housing Report Card under Action 1.D.

Figure 8
Program I – Recommended Action Steps for 2020 to 2021

I. Promote sustained City leadership and action on housing	
I.A.1-4	Adopt and begin implementing the Vallejo Housing Strategy (including all of the steps under Action 1A)
I.B.1	Prioritize City and VHA budget expenditures on housing
I.B.2	Seek federal, state, and regional assistance to advance housing programs
I.C.1	Further fair housing and equal opportunity through an update to the City's Analysis of Impediments to Fair Housing
I.C.2	Investigate complaints of housing discrimination and advertisements that indicate discrimination
I.D.1-4	Create and annually update Vallejo Housing Report Card (incorporating the data listed under Action 1D)

As described above, a key component of Program I is the development of a Vallejo Housing Report Card to provide ongoing information that City staff and the public can use to monitor the City's progress on its housing goals. Figure 9 shows the recommended action steps and data under Strategy Action 1.D related to the Report Card. Much of this data has already been assembled as part of the Strategy process by City staff and Seifel Consulting.

Figure 9
Action 1.D (Excerpt from Strategy Action Matrix)

Housing Strategy Programs and Actions	Key Action Step	Years		Action Under- Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements			
		1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law
I. Promote sustained City leadership and action on housing											
D. Develop and maintain the Vallejo Housing Report Card											
1 Maintain a list and map of existing affordable and mixed income developments that include affordable units	X	X		X		X	X				
2 Maintain a list and map of housing developments that are planned and underway in Vallejo	X	X		X	X	X	X	X			
3 Maintain a list and map of publicly owned sites that are suitable for housing	X	X		X	X	X	X	X			
4 Report on Vallejo's RHNA progress and housing needs, as well as monitor housing production progress	X	X		X		X	X	X	X		
5 Maintain two-year projected utilization report of VHA Housing Choice Vouchers and Project Based Rental Assistance	X	X		X	X	X			X		
6 Collaborate with Solano County and surrounding cities to perform annual homeless counts and how much shelter is provided	X	X		X	X	X	X	X	X	X	
7 Use the City's register of vacant housing to monitor the number of vacant housing units	X	X		X							X

The Office of the City Manager and the Housing & Community Development Division (Housing) will lead these action steps, and the following key outcomes for Program I are proposed to be accomplished during 2020 to 2021:

- Adopt Housing Strategy
- Commit VHA project based vouchers and local matching funds to develop Project Home Key interim housing and 125 permanent supportive housing units
- Update the City's Analysis of Impediments to Fair Housing
- Create and annually update a Vallejo Housing Report Card

C. Program II – Preserve existing housing and expand affordability

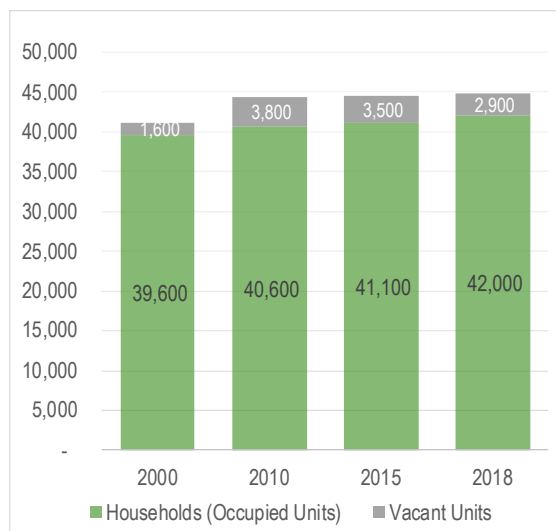
During the development of the Strategy, meetings were held with community stakeholders to discuss Vallejo’s housing needs, opportunities and challenges and to gather recommendations regarding how best to address them in the future. One of the key concerns echoed during these meetings and in conversations with the City Council Liaison Committee and other community stakeholders is to preserve existing housing and expand housing affordability within Vallejo, which is the third goal of the Strategy and is the focus of Program II along with the goal of expanding homeownership opportunities for Vallejo renters:

- **Strategy Goal P3**– Preserve existing housing and expand affordability
- **Strategy Goal P4**– Provide homeownership opportunities for Vallejo renters

The preservation of housing is critically important to Vallejo as much of the City’s housing stock is older. Vallejo has experienced a significant slowdown in new housing construction since 2006, which began with the Great Recession that significantly affected the regional and local economy and resulted in numerous home foreclosures.

Housing vacancies increased significantly by 2010, with about 3,800 vacant housing units according to the US Census. While vacancies have declined since 2010, the City currently has about 2,900 vacant housing units, and a vacancy rate of about 6.5% which is relatively high for cities in the Bay Area that have a significant amount of owner occupied single family units like Vallejo. Vallejo currently has about 45,000 housing units that house about 42,000 households as shown in Graph 1 below.

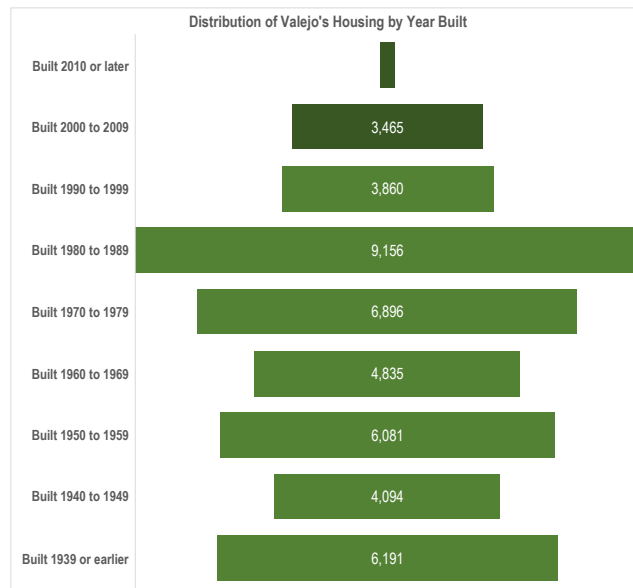
Graph 1
Changes in Vallejo Housing Units and Vacancy Levels (2000 to 2020)



Source: US Census and American Community Survey

Given the significant slowdown in housing development during the past two decades, about 92% of the City’s housing units (41,000 units) are more than two decades old. The City’s largest increase in housing construction occurred in the 1980s, and about 63% of the City’s housing units (28,000 units) are more than four decades old, as they were built before 1980 as shown in Graph 2.

Graph 2
Older Age of Vallejo's Housing Units – Distribution by Decade Built (2018)¹

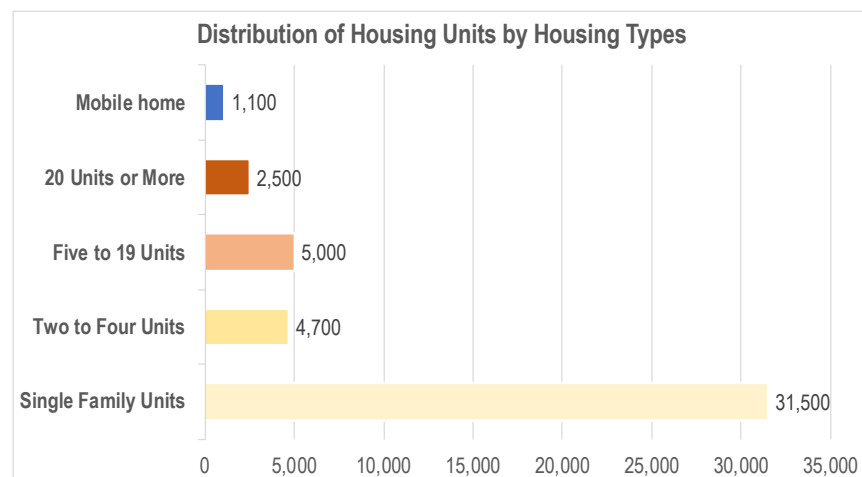


Most residents in Vallejo live in single family homes as shown below in Graph 3:

- About 31,500 of Vallejo's housing units are single family (70% of total)
- About 22% of units are in small developments with two to 19 units
- About 6% of units are in multifamily developments with 20 units or more
- About 2% are mobile homes

Since 2006, no major multifamily apartment developments have been constructed, which significantly limits the ability for households to find smaller, compact rental housing in Vallejo.

Graph 3
Distribution of Housing Types Showing Predominance of Single Family Housing in Vallejo (2018)

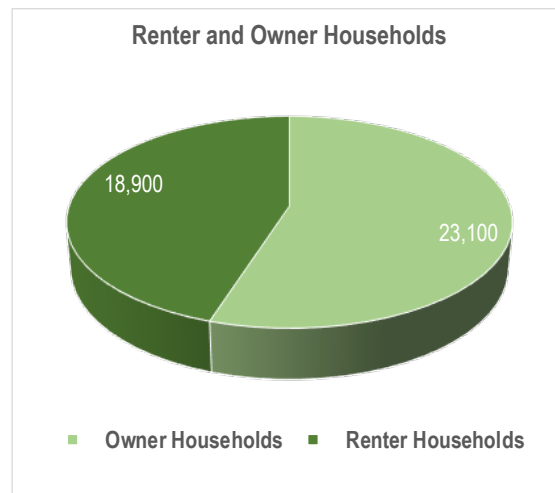


¹ The source for most demographic data in the Strategy is from the American Community Survey, 2014 to 2018, which is noted as 2018 in the title and also referred to as ACS 2018. Unless otherwise noted, ACS 2018 is the data source.

While Vallejo's rents and home prices are lower and more affordable than San Francisco and many East Bay communities, many lower income residents and lower wage workers cannot afford to rent an apartment or buy a home in Vallejo:

- Vallejo has a growing number of residents with special needs, including seniors and persons who are experiencing homelessness
- About 45% of residents are renters, many of whom are lower income households who may be more vulnerable to displacement, as shown in Graph 4.
- About 55% of residents are homeowners, and the City's homeownership rate has declined from 63% in 2000 related to both regional trends and the past recession.

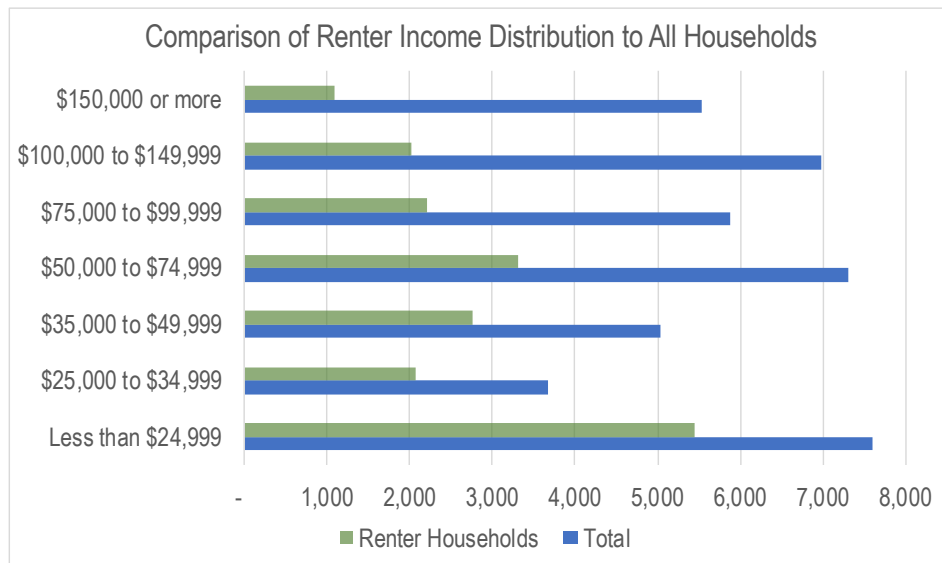
Graph 4
Distribution of Vallejo Renter and Owner Households (2018)



Households in Vallejo have a broad mix of incomes, and neighborhoods across the City have different income profiles:

- The citywide median household income is about \$66,600, which is 86% of countywide median income and lower than many other cities in the Bay Area.
- Renters typically have lower incomes than homeowners, as shown in Graph 5, with about 10,000 renter households having incomes below \$50,000 who likely face difficulty in finding affordable market rate housing.
- Neighborhoods to the west tend to have lower incomes compared to neighborhoods located east of Interstate 80 (I-80) that typically have a higher proportion of homeowners.
- Although homeowners in Vallejo typically have higher incomes than renters, the City has about 6,000 homeowners with incomes below \$50,000 who may be unable to afford their mortgage payments, property taxes and ongoing investments to maintain their homes.
- The mean retirement income is about \$30,000 per year, and Vallejo has a significant number of senior households as further described in this report.

Graph 5
Comparison of Renter Household Incomes to All Vallejo Households (2018)



1. Program II – Actions and Action Steps

Program II includes recommended actions and action steps that are focused on preserving housing, monitoring the number of vacant units and encouraging property owners to make them ready for occupancy, and expanding the availability of affordable housing. Figure 10 presents the three recommended actions under Program II as well as their implementation timeline.

Figure 10
Program II – Actions and Implementation Timeline

Housing Strategy Programs and Actions	Implementation Timeline
II. Preserve existing housing and expand affordability	Expand City Efforts in 2020/21
A. Preserve and expand existing housing resources	Expand on current City efforts
B. Expand affordability to existing renters	Expand on current City efforts
C. Improve affordability to existing homeowners	Expand on current City efforts

Each of the Program II actions include a series of action steps, and Figure 11 contains an excerpt from the Strategy Action Matrix that shows the recommended actions under Action II.A. As Figure 11 indicates, the focus of Action II.A is to preserve and expend existing housing resources by requiring property owners to promptly address code enforcement actions, expand the City’s neighborhood law program to include developments with 2 or more units, require owners to register their vacant buildings and work with property owners to preserve below market rate (BMR) units in existing affordable and mixed income developments. (Please refer to the second page of Exhibit 5 for the complete action plan for Program II.)

Figure 11
Action II.A (Excerpt from Strategy Action Matrix)

Housing Strategy Programs and Actions				Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements			
					1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law
II. Preserve existing housing and expand affordability														
A. Preserve and expand existing housing resources														
1	Require prompt action by property owners to address code enforcement actions with penalties for delay	X	X		X	X	X		X			X		
2	Expand City's neighborhood law program to include 2-4 unit and multifamily (5+ unit) housing properties	X	X				X		X			X		
3	Require owners to register vacant buildings, impose fees on those that do not register and incentivize owners to rent units		X		X							X		
4	Work with property owners to preserve existing affordable and mixed income developments that include BMR units and expand affordable housing opportunities by promoting acceptance of housing choice vouchers		X		X		X		X			X		

2. Program II– Action Steps and Outcomes for 2020 to 2021

The Strategy recommends a specific set of action steps to be undertaken during 2020 to 2021 for Program II, which are shown below in Figure 12. These action steps are focused on preserving existing housing and expanding affordability by working with local property owners and supporting programs to expand housing choices and affordable housing throughout Vallejo. Many of these action steps are already underway, as shown in Exhibit 5.

Figure 12
Program II – Recommended Action Steps for 2020 to 2021

II. Preserve existing housing and expand affordability	
II.A.1	Require prompt action by property owners to address code enforcement actions with penalties for delay
II.A.2	Expand City's neighborhood law program to include 2-4 unit and multifamily (5+ unit) housing properties
II.B.1	Prioritize provision of affordable housing for Vallejo residents and workers to the extent permitted by law
II.B.2	Expand the use of housing choice vouchers in Vallejo apartment buildings
II.B.3	Develop new tools that will make tenant recruitment and property management more efficient including tenant application kit, automated waitlist, pre-inspection checklist, and maintenance work order forms
II.C.1	Support programs to promote shared housing, particularly with senior residents
II.C.2	Assist lower to moderate income homeowners to rehabilitate their homes with a priority for homes subject to code enforcement actions
II.C.3	Provide downpayment assistance to expand homeownership opportunities for renters to purchase homes

The Housing and Community Development Division and the City Attorney's Office (CAO) will lead these action steps, and the following key outcomes for Program II are proposed to be accomplished during 2020 to 2021:

- Develop reporting tool to monitor code enforcement issues and resolution
- Expand neighborhood law program to include 2+ unit housing properties
- Develop new tools to facilitate tenant recruitment and efficient property management
- Expand use of housing choice vouchers in existing apartment buildings
- Provide downpayment assistance to 10 renters to become homeowners

D. Program III – Prevent homelessness and support renters facing housing instability and displacement

Homelessness and housing insecurity are growing challenges in the City of Vallejo and the Bay Area region. As persons become unable to afford housing due to changes in employment, household income or other significant household or health changes, they face homelessness or displacement out of Vallejo. Many community stakeholders expressed their concern about homelessness and housing insecurity, particularly among Vallejo's tenants.

Homelessness throughout Solano County has been monitored since 2015 through a "Point-in-Time Count of Homeless Persons." The most recent 2019 report includes the following data on homelessness in Vallejo and Solano County:²

- Vallejo had 638 persons experiencing homelessness as of January 2019 (about 55% of the countywide total).
- More than 80 percent of homeless persons lived in Solano County previously, and more than half have lived in the County for more than ten years.
 - 53% have lived in County for 10+ Years
 - 18% have lived in County for 5–9 Years
- Homeless households include single individuals and families with children under 18, many of which have experienced numerous challenges in life, including physical and mental health issues.
- Homelessness might have been prevented with greater access to employment assistance, alcohol/drug counseling, rent/mortgage assistance and mental health services.

Graph 6 presents data on the homelessness count in Vallejo from 2015 to 2019. As of January 2019, about 549 persons were unsheltered while 89 persons were sheltered. Vallejo experienced a larger increase in homelessness from 2017 to 2019 compared to the County as a whole.

Graph 6
County Homelessness Point-in-Time Census for Vallejo (2015 to 2019)



Solano County Point-in-Time Census

SUPPLEMENTAL JURISDICTION REPORT

NUMBER AND JURISDICTION OF HOMELESS PERSONS IN SOLANO COUNTY

Figure 1. TOTAL HOMELESS CENSUS, BY JURISDICTION AND SHELTER STATUS

JURISDICTION	UNSHeltered			SHeltered			TOTAL			17-19 % CHANGE
	2015	2017	2019	2015	2017	2019	2015	2017	2019	
Vallejo	360	225	549	42	75	89	402	300	638	↑ 113%

² Solano County Homeless Census & Survey Comprehensive Report, 2019.

Homelessness has been particularly challenging in recent months given the COVID pandemic. The cities of Vallejo and Benicia have been collaborating to provide shelter to 135 vulnerable people that were experiencing homelessness through California’s Project Roomkey program. Project Roomkey was launched in April and provides State and Federal funding, which includes up to 75 percent reimbursement from the Federal Emergency Management Agency (FEMA) to secure lodging and provide wraparound services. The City of Vallejo has contracted with the Hampton Inn and Rodeway Inn to provide shelter-in-place through Project Roomkey.

Participants in Project Roomkey receive services and support including food delivery, daily health and wellness checks (including COVID-19 testing), case management, and administrative program support from City liaisons, County social services case workers, physicians/nursing students, and local nonprofits. Service providers work help participants prepare a transition plan, which focuses on keeping each participant connected to services and finding a path to a more permanent housing solution.

Based on data that participants have provided to the City, most participants are middle-aged adults between 30 to 60 years of age with 30% between 30 to 49 years old and 38% between 50 to 59 years old. About 10% are seniors 65 years and older. Most have physical or mental disabilities and/or chronic health issues, and 26% are domestic violence survivors. Most are extremely low income with \$1000 or less in monthly income (72%), with 33% having no income.

In addition to persons experiencing homelessness, households with incomes below \$50,000 per year are particularly vulnerable to displacement as they cannot afford market rents for a typical apartment in Vallejo. According to research performed by the Urban Displacement Project of UC Berkeley, several of the western neighborhoods within Vallejo are at risk of gentrification and/or displacement. As described by the Urban Displacement Project, wages of low income residents have not kept pace with housing costs. Communities like Vallejo are undergoing own displacement pressures in what might be seen as a “ripple effect” that occurs as residents from more expensive parts of the Bay Area are seeking less expensive housing options and may be able to outcompete existing residents.³ These pressures have increased the need to strengthen tenant education and protections.

1. Program III– Actions and Action Steps

Program III is focused on addressing the fifth Strategy goal:

- **Strategy Goal P5–** Prevent homelessness, housing instability and displacement

Program III includes recommended actions and action steps that are focused on expanding City programs, like Project RoomKey to address homelessness and to strengthen tenant education and protections, which the City does through service organizations that it helps to fund. Figure 13 presents the two recommended actions under Program III as well as their implementation timeline. Please refer to page 3 of the Strategy Action Matrix in Exhibit 5 for all of the recommended actions and action steps for Program III.

Figure 13
Program III – Actions and Implementation Timeline

Housing Strategy Programs and Actions	Implementation Timeline
III. Prevent homelessness and support renters facing housing instability and displacement	Expand City Efforts in 2020/21
A. Expand programs to address homelessness	2020 - build upon Project Room Key
B. Strengthen tenant education and protections	Expand on current City efforts

³ <https://www.urbandisplacement.org/map/sf>

2. Program III– Action Steps and Outcomes for 2020 to 2021

The Strategy recommends a series of action steps to be undertaken during 2020 to 2021 for Program III, which are shown below in Figure 14. Many of these action steps are already underway, as shown in Exhibit 5. These include the development of additional shelter beds and permanent supportive housing to serve persons experiencing homelessness, as well as programs to educate and support tenants regarding their rights regarding anti-rent gouging, just-cause limitations on evictions, and tenant/landlord mediation.

Figure 14
Program III– Recommended Action Steps for 2020 to 2021

III. Prevent homelessness and support renters facing housing instability and displacement	
III.A.1	Coordinate the development of the Navigation Center, which will include homeless services and provide shelter for 125 homeless individuals
III.A.2	Support local organizations that provide services and housing for the homeless, promote access to City resources and help maintain human dignity for homeless households
III.A.3	Develop additional permanent supportive housing units, including housing for veterans and foster youth through the use of Project Based Vouchers
III.A.4	Develop additional transitional housing for homeless (Project Room Key PLUS)
III.A.5	Partner with the School District to help house unhoused youth and families
III.A.6	Develop programs with local churches and property owners that designate areas for 24-hour parking, which allow vehicles to serve as temporary housing while maintaining quality of life
III.B.1	Help educate tenants regarding their rights including anti-rent gouging and just-cause limitations on lease terminations, non-renewals and evictions
III.B.2	Introduce a Housing Retention Framework to mediate just cause evictions
III.B.3	Assist residents that face eviction, investigate tenant complaints and monitor landlord compliance, including VHA property inspections

The Office of the City Manager, Homeless Division and the Housing and Community Development Division will lead these action steps, and the following key outcomes for Program III are proposed to be accomplished during 2020 to 2021:

- Open the Navigation Center and shelter for 125 homeless individuals
- Provide Project Home Key interim housing
- Plan for the development of 125 permanent supportive housing units
- Designate 100 parking spaces for 24-hour parking as temporary shelter
- Hold tenant education meetings four times a year
- Initiate Housing Retention Framework to mediate just cause evictions

E. Program IV – Produce housing affordable to entire spectrum of residents and workers throughout Vallejo

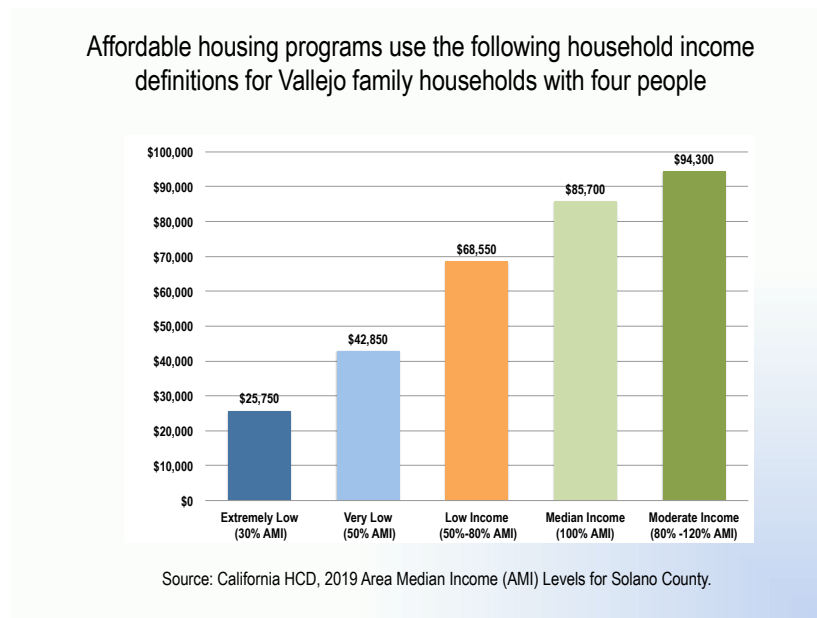
A key focus of the Strategy is to help the City produce more housing and enable the City to better meet its current and future Regional Housing Needs Allocation (RHNA), which is an allocation of housing units that the City needs to produce over each Housing Element Cycle that typically lasts for about eight years. The RHNA allocates housing needs according to household income levels that are defined according to Areawide Median Income (AMI) for Solano County:

- **Very Low Income** (also referred to as **VLI**) is defined based on incomes that are 50% or below AMI. Extremely Low Income (**ELI**) is included within VLI, with incomes at 30% or below AMI.
- **Low Income (LI)** is defined based on incomes above 50% and up to 80% AMI. Lower income households are defined to collectively include LI, VLI and ELI households.
- **Moderate Income (Mod)** is defined based on incomes above 80% and up to 120% AMI.
- **Above Moderate Income (Above Mod)** is defined based on incomes above 120% AMI. As some Above Mod households are unable to afford housing in certain Bay Area markets, some cities like San Francisco have homeownership programs that are focused on 120% to 150% AMI.

Affordable housing is typically defined for Federal and State programs as housing that is affordable to households at VLI, LI and MOD levels, adjusted for household size. Solano County's median income (100% AMI) for a family of four is \$85,700 as of 2019. Housing rental and ownership costs are typically considered to be affordable based on 30% to 35% of income. For example, the affordable rental cost for a family of four at 100% AMI is \$2,143 per month. After deducting an allowance for utilities of \$100 per month, the affordable monthly rent is \$2,043 based on 30% of income.

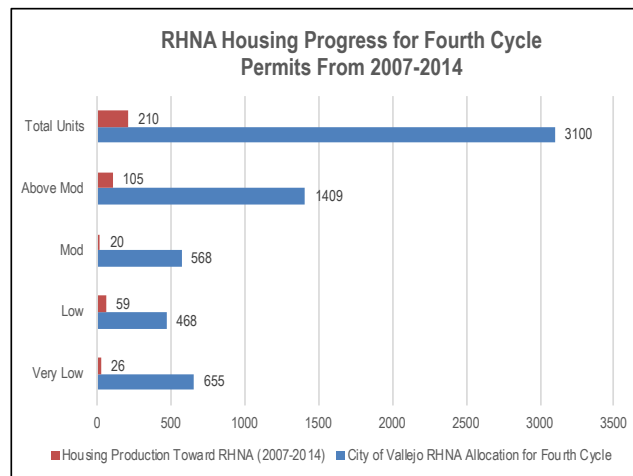
A typical household size in Vallejo has three persons, and the Solano County median income for this household size is 90% of median income or \$77,150 for a three-person household. Graph 7 shows the maximum AMI levels for each affordability level.

Graph 7
Household Income Level Definitions for RHNA and Affordable Housing Programs



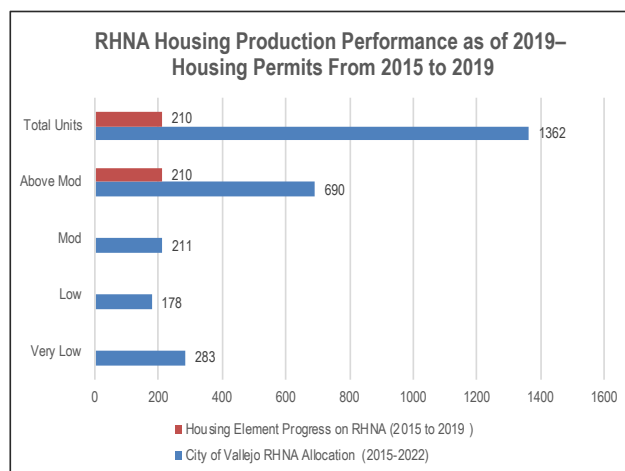
As described earlier, housing production in Vallejo dramatically slowed starting in 2006. Graph 8 below shows the City’s RHNA 4 housing production performance during the last Housing Element Cycle from 2007 to 2014. While the City was allocated 3,100 housing units in RHNA 4, the City only permitted 210 housing units. Half of the units were for Above Mod households, and the remaining units were affordable to VLI, LI and Mod households. The City thus produced about 7% of the total units allocated by RHNA for RHNA 4, and production by income level ranged from 4% to 13%.

Graph 8
Housing Progress for Prior RHNA 4 Housing Element Cycle (2007 to 2014)



The City is currently in its RHNA 5 Housing Element cycle, which began in 2015. Over the past four years, the City has permitted 210 housing units according to its 2019 Housing Progress Report, all of which were reported to be permitted for households with above moderate incomes. The City has thus produced about 15% of the total units allocated by RHNA 5, whereas the objective would have been for the City to have exceeded 50% by this time. To date, the City has not yet permitted any housing units affordable to very low, low and moderate income households although several housing developments are underway that would address these needs. Graph 9 below shows the City’s current RHNA housing production performance from 2015 to 2019.

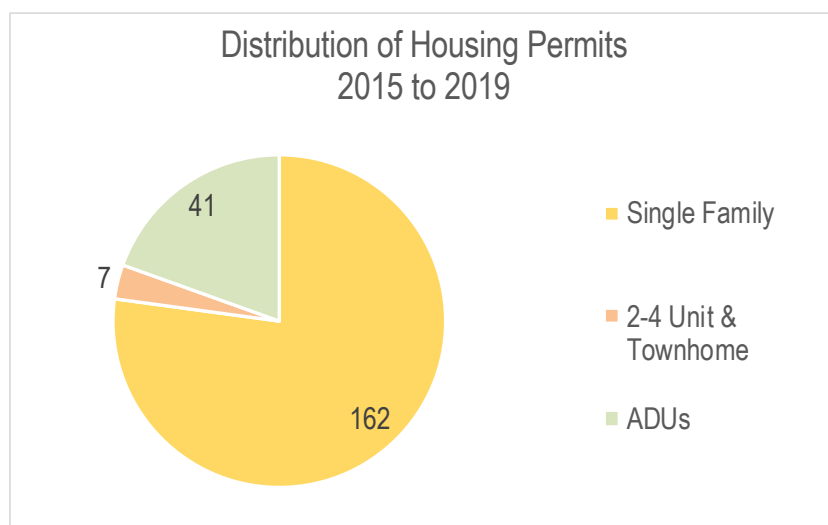
Graph 9
Housing Progress for Current RHNA 5 Housing Element Cycle (2015 to 2019)



Graph 8 and 9 Source: Vallejo Housing Element Progress Reports

Graph 10 below shows that about three-quarters of the permits issued from 2015 to 2019 have been for single family units. In the past two years, Accessory Dwelling Units (ADUs) have represented a much larger share of housing production, with 41 ADUs permitted in 2018 and 2019.

Graph 10
Distribution of Housing Permits by Housing Type (2015 to 2019)



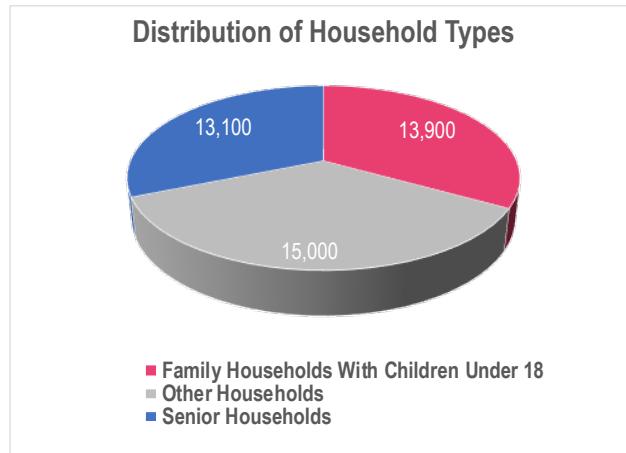
Given the City’s current housing market, which has home prices and rents that are significantly lower than most other Bay Area communities, the most feasible housing development types in Vallejo are lower to medium density housing that can be built as wood-frame construction. These include single family detached and attached homes, townhomes, ADUs, 2-4 unit developments, and garden style apartments with surface parking. Multifamily housing with parking that is provided in a concrete structure beneath housing is typically much more expensive to build. Reducing the amount of required parking can be critical to achieving financial feasibility, which the City is considering particularly along transit corridors.

The development of new market rate housing provides much needed property tax dollars to the City and increases the number of residents who support local businesses, which are critical to achieving the City’s fiscal and economic development goals. However, the development of a broader range of housing types, especially multifamily rental housing and affordable housing, will enable the City to better provide housing for the entire spectrum of residents and workers.

The typical household in Vallejo has three persons. Based on State standards, this household size would typically need a two-bedroom home, easily accommodated in most housing types. Senior households represent about 31% of all households in Vallejo, and they have much smaller household sizes, averaging 1.4 persons per household that could be housed in studios, one bedroom or two bedroom units.

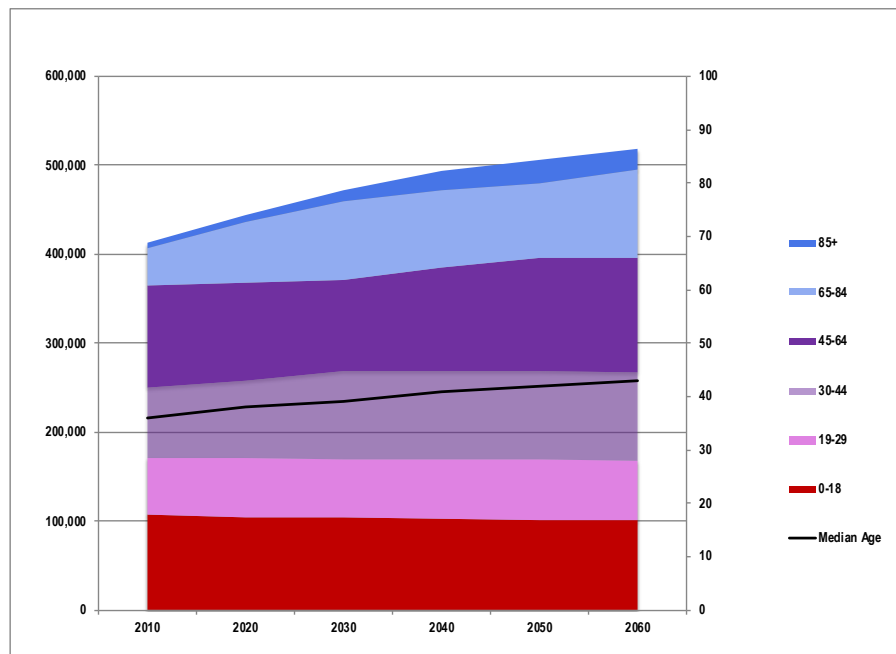
Family households with children under 18 represent about 1/3 of all households, and they typically have larger household sizes averaging about 3.4 persons per household that could be housed in two bedroom or larger units depending on their family composition. Graph 11 shows the distribution of Vallejo’s households by household type.

Graph 11
Distribution of Vallejo Households by Household Type (2018)



According to the California Department of Finance, Solano County’s senior population is projected to increase significantly, as shown in Graph 12. The senior population in Vallejo will likely increase over the next decade as 14% of the City’s population is aged between 55 to 64 years. As seniors typically have small household sizes, this will likely increase the demand for smaller housing units in the future. Furthermore, as many senior residents have one or more disabilities, this will likely increase the demand for housing that is accessible to persons with disabilities. About 15,200 residents of Vallejo have one or more disabilities of which about 6,600 are seniors (43%).

Graph 12
Senior Population Projected to Increase Countywide and in Vallejo (2010-2060)



Source: California Department of Finance

1. Program IV– Actions and Action Steps

The Housing Strategy recommends that the City continue to encourage the development of new housing throughout Vallejo while broadening the mix of housing types being developed and to promote more affordable housing options. Program IV is focused on addressing the sixth Strategy goal:

- **Strategy Goal P6–** Produce housing for the entire spectrum of residents and workers throughout Vallejo

Program IV includes actions and action steps that are focused on creating an environment to attract and expand housing development, which includes modifying land use and design policies and catalyzing the development of a broad range of affordable housing units throughout Vallejo, as shown in Figure 15. Please refer to page 4 of the Strategy Action Matrix in Exhibit 5 for all of the recommended actions and action steps for Program IV.

Figure 15
Program IV – Actions and Implementation Timeline

Housing Strategy Programs and Actions	Implementation Timeline
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	Expand City Efforts in 2020/21
A. Create environment to attract new development and expand housing	2020- Residential Zoning Code update
B. Modify land use and design policies to encourage broader range of housing types citywide	2020- Residential Zoning Code update
C. Catalyze broad range of affordable housing units throughout Vallejo	2020- focus on new developments

2. Program IV– Action Steps and Outcomes for 2020 to 2021

The Strategy recommends a series of action steps to be undertaken during 2020 to 2021 for Program IV, many of which are underway as shown in Exhibit 5. These include reducing housing costs by encouraging the use of new construction technology and updating the City’s Residential Zoning Code and Design Guidelines to provide more flexibility in the planning and design approval process for a broad range of housing units, including small infill developments of 2-4 units and multifamily housing. The Strategy also recommends that the City streamline the provision of ADUs and encourage owners of ADUs to rent to lower income tenants with Housing Choice Vouchers as being done in other California cities.

The Strategy also recommends housing production action steps to catalyze the production of housing on both private and publicly owned sites. Many housing developments are in early stages of development, and the City has the opportunity to proactively work with developers to encourage a broader mix of housing and incentivize the development of affordable housing.

The recommended action steps in both Program IV and Program V are focused on helping the City to better achieve its current RHNA 5 and the upcoming RHNA 6 cycle, which could have more than double the housing need allocation for each income category compared to RHNA 5. The Strategy includes exploring the adoption of an inclusionary housing program that would incorporate onsite affordable housing, particularly on City-owned land, and allow alternative compliance to meet this obligation, which could include payment of fees or land dedication.

Figure 16 shows the recommended Program IV action steps to be accomplished.

Figure 16
Program IV– Recommended Action Steps for 2020 to 2021

IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	
IV.A.1	Help reduce housing costs by encouraging the use of new construction technology such as modular housing and other innovations
IV.A.2	Reduce costs to develop affordable housing by removing unnecessary regulations and streamlining the entitlement
IV.A.3	Designate additional areas for housing near transit including along the waterfront and in high resource areas and improve multi-modal transportation options including walkways and bikeways
IV.B.1	Improve residential zoning code and design guidelines so they are more flexible, easier to understand, and streamline development approvals
IV.B.2	Encourage the development of Accessory Dwelling Units (ADUs) in residentially zoned areas
IV.B.3	Modify residential zoning code to encourage a broader mix of housing types, including cluster housing, co-housing, special needs housing, ADUs, modular and prefabricated housing
IV.B.4	Modify design, land use and parking requirements in residential zoning code to incentivize infill housing, including small units such as tiny homes
IV.C.1	Address gaps in City's ability to achieve RHNA and provide affordable housing to broad mix of residents and workers
IV.C.2	Explore the adoption of an inclusionary housing program that provides on-site affordable units or would allow alternative means of compliance such as the payment of in-lieu housing fees or land dedication

The Housing and Community Development Division and Planning & Development Services Division will lead these action steps, and the following key outcomes for Program IV are proposed to be accomplished during 2020 to 2021:

- Adopt Residential Zoning Code
- Expand Priority Development Areas to allow more housing near transit
- Work with developers and private owners to build more housing, including affordable housing, as described in Exhibit 4
- Address gaps in the City's ability to achieve RHNA
- Explore the adoption of an inclusionary housing program

F. Program V – Leverage public lands for housing

The Housing Strategy recommends that the City leverage publicly owned sites by entering into public private partnerships with developers to catalyze the development of a broad range of housing types and to provide affordable housing throughout Vallejo. The City has a broad range of publicly owned sites, which include developable sites that could be developed as housing as well as properties that are currently designated for open space and not available for development.

Exhibit 6 shows the location of the City-owned sites. Some of these sites are located near properties that are owned by other public agencies and could be potentially combined to produce more housing.

1. Program V– Actions and Action Steps

Program V is also focused on addressing the sixth Strategy goal as well as the seventh goal:

- **Strategy Goal P6**– Produce housing for the entire spectrum of residents and workers throughout Vallejo
- **Strategy Goal P7**– Provide neighborhood services, enhance quality of life and increase opportunity in areas of high poverty

Figure 17 presents the two recommended actions under Program V and their implementation timeline. As public private partnerships are formed, the Strategy recommends that the City encourage the development of services, such as child-care centers and small grocery services that will allow residents to minimize vehicle trips and access services close to home on publicly owned sites. Please refer to page 5 of the Strategy Action Matrix in Exhibit 5 for all of the recommended actions and action steps for Program V.

Figure 17
Program V – Actions and Implementation Timeline

V. Leverage public lands for housing	New Program Focus for 2020/2021
A. Develop a Public Lands policy to leverage publicly owned sites for housing	2020- develop public lands policy
B. Enter into public private partnerships to develop housing and services on public sites	2020/21- enter into partnerships

2. Program V– Action Steps and Outcomes for 2020 to 2021

The Strategy recommends a series of action steps to be undertaken during 2020 to 2021 for Program V, which are shown below in Figure 18.

Figure 18
Program V– Recommended Action Steps for 2020 to 2021

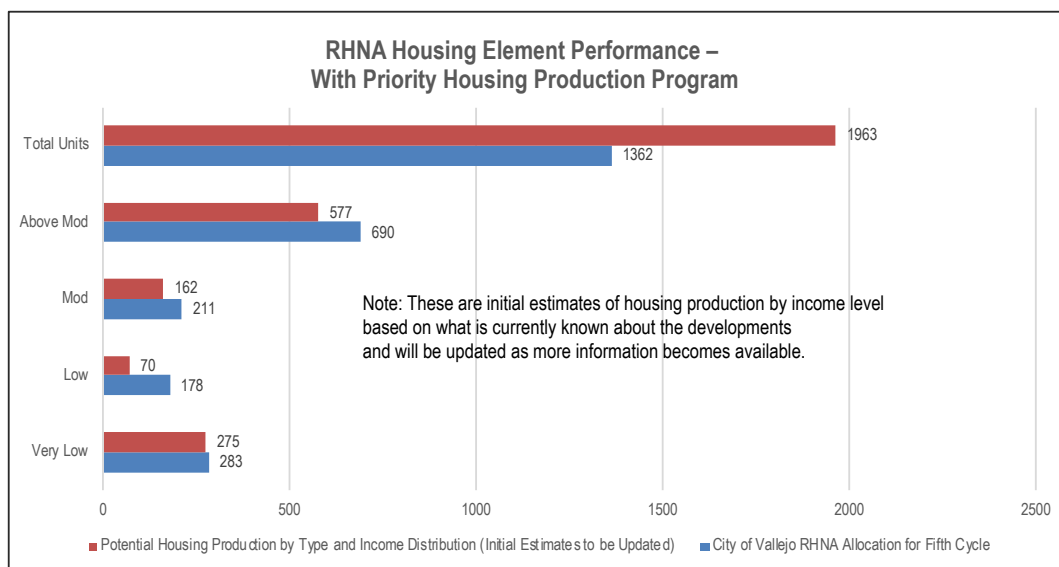
V. Leverage Public Lands for Housing
V.A.1 Streamline land use and approval process for public properties, leveraging SB 35 and other statewide legislation
V.A.2 Develop a program for publicly owned sites in compliance with State Surplus Property Law
V.B.1 Leverage public properties to catalyze housing production and provide affordable housing
V.B.2 Coordinate with the School District for the City to potentially acquire former school sites for housing

The Office of the City Manager, Real Estate Division, Housing and Community Development Division, and Economic Development Division will lead these action steps, and the following key outcomes for Program V are proposed to be accomplished during 2020 to 2021:

- Adopt City program for publicly owned sites in compliance with State Law
- Work with developers to promote the development of housing on publicly owned sites as described on Exhibit 4
- Acquire at least one former School District site for housing

The initial and longer term action steps in Programs IV and V are focused on enhancing housing production and encouraging a broad range of housing types and affordability. Graph 13 shows the potential RHNA progress that could occur with the recommended housing production action steps under Program IV and V.

Graph 13
Potential RHNA Progress with Recommended Housing Production Action Steps



As many of the developments are in the preliminary stages of development, the distribution of housing units by housing type and income level are still “To Be Determined” (TBD), which is why Graph 13 does not indicate all of the potential housing units by income level.

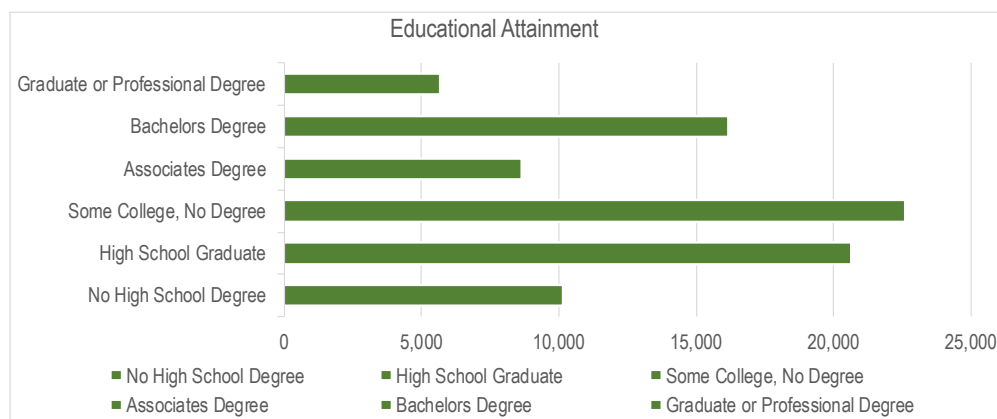
As described in Program I, the Strategy recommends that the Vallejo Housing Report Card monitor progress on these priority housing developments and update key data regarding the housing type and distribution of units by income level. Additional housing developments would be added to the housing production list in Exhibit 4 as preliminary planning applications are filed for major housing developments.

G. Program VI – Enhance resident self-sufficiency through training and employment opportunities

The sixth program strategy is focused on providing training and employment opportunities in Vallejo to improve economic opportunities for local residents. Vallejo residents have a broad range of educational experiences and attainment, but comparatively lower levels of educational attainment as compared to the State of California and many other Bay Area cities.

According to the ACS, about 74% of Vallejo’s adult residents who are 25 years and older (adults) have not graduated from a four year college with a bachelor’s degree as compared to 67% in the State of California. About 10,000 adults in Vallejo do not have a high school degree, and about 21,000 are high school graduates, collectively representing about 37% of adults. About 27% of adults have some college but not yet attained a degree, while 10% have an Associates Degree. (See Graph 14.)

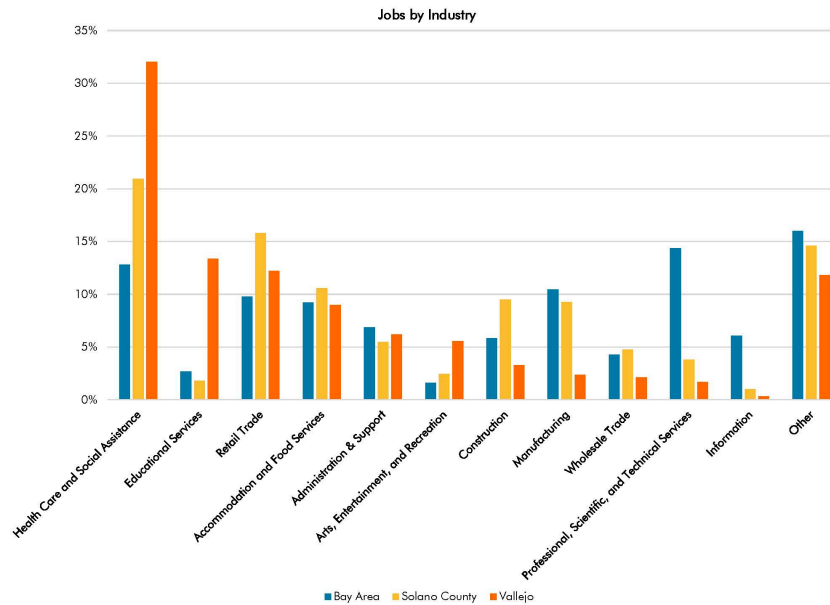
Graph 14
Educational Attainment of Vallejo Adults 25 Years and Older (2018)



The relatively lower educational attainment of adults is both a strength and a challenge. While certain kinds of employers seek out workers with high school or two-year associate degrees, many of these jobs tend to pay lower wage jobs with the exception of certain manufacturing, logistics, construction and entrepreneurial businesses.

According to US Census On The Map, employment by industry sector in Vallejo varies substantially from Solano County and the Bay Area, as shown below in Graph 15. Vallejo has a higher employment concentration in Health Care, Education, Retail Trade and Accommodation/Food Services, industries that include a significant number of lower wage jobs. Vallejo has lower employment concentrations in Construction, Manufacturing, Professional/Scientific/Technical, Information Management, which typically have higher paying jobs compared to other industries that require comparable educational attainment.

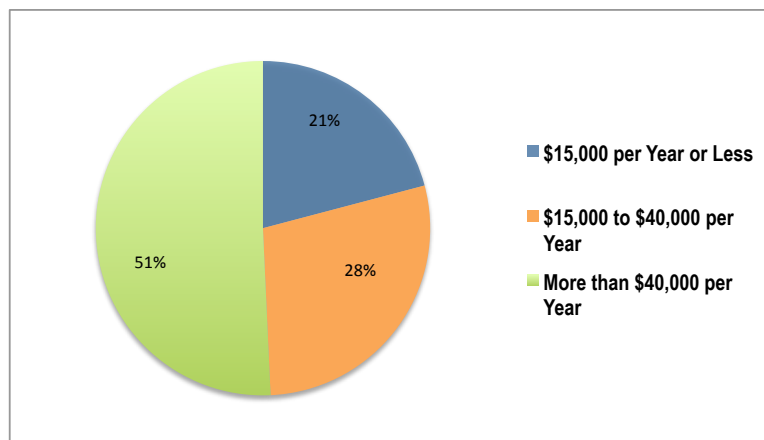
Graph 15
Comparison of Vallejo Jobs by Industry Sector to Solano County and Bay Area (2017)



Source: US Census On the Map 2017

According to the US Census On The Map, about half of Vallejo’s jobs pay \$40,000 or less per year, and about 21% of jobs pay \$15,000 per year or less, as shown on Graph 16. A household with one to two wage earners earning \$15,000 or less per year would be considered a VLI household that would likely have difficulty finding affordable, market rate housing based on a typical affordability standard. Lower income households with one to two workers earning between \$15,000 to \$40,000 per year could face similar housing challenges depending on their household income level.

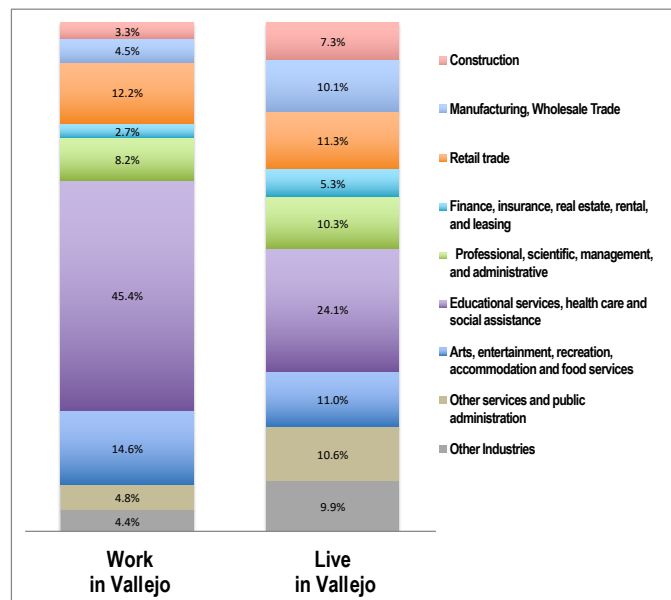
Graph 16
Vallejo Distribution of Wage Levels for Vallejo Jobs (2017)



Source: US Census On the Map 2017

According to the US Census and ACS, many of Vallejo's residents commute to jobs outside of Vallejo and are employed in a broader range of industries than are currently located in Vallejo. Graph 17 compares employment of those who live in Vallejo with those who work in Vallejo. Some of Vallejo residents work and live in Vallejo, and the City is proactively seeking new businesses to broaden Vallejo's range of industries and employment opportunities. Attracting businesses to Vallejo with higher wage-paying jobs will expand employment opportunities and enhance resident self-sufficiency.

Graph 17
Comparison of Employment by Major Industry Between Those Who Work and Live in Vallejo



Source: US Census On The Map 2017 and ACS 2018

1. Program VI– Actions and Action Steps

Program VI is focused on addressing the eighth Strategy goal:

- **Strategy Goal P8** – Promote job training, employment and economic self-sufficiency

Program VI includes recommended actions and action steps that are focused on enhancing resident self-sufficiency through training and employment opportunities, particularly related to the housing and construction industry. Figure 19 presents the recommended action and implementation timeline for Program VI. Please refer to page 5 of the Strategy Action Matrix in Exhibit 5 for all of the recommended actions and action steps for Program VI.

Figure 19
Program VI – Actions and Implementation Timeline

Housing Strategy Programs and Actions	Implementation Timeline
VI. Enhance resident self-sufficiency through training and employment opportunities	New Program Focus for 2020/2021
A. Prepare and train residents for employment in local businesses	2020/21- promote training partnerships

2. Program VI– Action Steps and Outcomes for 2020 to 2021

The Strategy recommends three action steps to be undertaken during 2020 to 2021 for Program VI, as shown in Figure 20. All of these action steps are underway, as shown in Exhibit 5, and the Strategy recommends that these initiatives be prioritized.

Figure 20
Program VI– Recommended Action Steps for 2020 to 2021

VI Enhance resident self-sufficiency through training and employment opportunities	
VI.A.1	Create a self-sufficiency life skills curriculum for VHA residents
VI.A.2	Develop internship programs with local businesses in housing, construction and industries that provide higher wage job opportunities
VI.A.3	Strengthen partnerships with local building trades, Factory OS and VCUSD to place local residents in construction training programs, particularly youth

The Housing and Community Development Division and Economic Development Division will lead these action steps, and the following key outcomes for Program IV are proposed to be accomplished during 2020 to 2021:

- Create a self-sufficiency life skills curriculum for VHA residents
- Place 10 interns with the City and local businesses in housing, construction and industries that provide higher wage job opportunities
- Strengthen partnerships with local building trades, Factory OS and Vallejo City Unified School District (VCUSD) to place local residents in construction training programs, particularly youth

These action steps are focused on enhancing resident self-sufficiency of Vallejo residents, including those who live in housing assisted through the Vallejo Housing Authority (VHA), through training and employment opportunities that provide access to higher wage paying jobs, particularly in the housing and construction industry.

H. Conclusion

The Vallejo Housing Strategy report recommends a set of programs, actions and action steps to be undertaken by the City of Vallejo to help realize its long term vision and goals for housing. As previously described, the report and the exhibits on the following pages are designed to serve as an implementation blueprint for the City's housing programs over the next five years:

- Exhibit 1 summarizes the Strategy, presenting the vision, goals, programs, actions and implementation timeline.
- Exhibit 2 presents the recommended action steps to be undertaken during 2020 to 2021.
- Exhibit 3 presents the key outcomes to be accomplished during 2020 to 2021.
- Exhibit 4 presents housing production action steps to help the City better achieve its Regional Housing Needs Allocation in its current RHNA 5 and upcoming RHNA 6 cycle.
- Exhibit 5 presents the Strategy action plan matrix, which contains all of the recommended actions and action steps under each of the six programs. The action plan matrix also indicates what action steps are underway, how each action step correlates with City plans and policies, and indicates whether it will help the City to meet Federal, State, regional and/or local requirements.
- Exhibit 6 includes a map of publicly owned sites and key housing developments that are the focus of the housing production action steps presented in Exhibit 4.

As the Strategy is implemented, these exhibits will be refined to ensure that steady progress is made toward accomplishing the Strategy recommendations. To implement the Strategy recommendations, City staff will also be refining or creating City policies and undertaking a broad variety of new housing initiatives.

Each element of the Strategy was informed by input from numerous stakeholders, as well as an evaluation of the City's housing needs, challenges and opportunities, which was reviewed and discussed with community stakeholders, and then refined in collaboration with City staff. The report appendices present an overview of the stakeholder process and provide critical supporting information that informed the Strategy:

- Appendix 1 summarizes the community stakeholder process and how comments and input from community members was incorporated into the Strategy recommendations
- Appendix 2 summarizes the key findings from the housing analysis that was performed by Seifel Consulting and The Concord Group that informed the Strategy recommendations.

Acknowledgments

The Vallejo Housing Strategy is the culmination of a 9-month process that was informed by numerous stakeholders. The City of Vallejo and Seifel Consulting would like to acknowledge their substantial contributions as well as those of the City Council Liaison Committee, consisting of Mayor Sampayan, Councilmember Brown and Councilmember Dew, who provided advice and guidance throughout the Strategy process and the development of the Strategy recommendations. City staff from numerous departments provided supporting information and Strategy recommendations, and they will be instrumental in its implementation. A list of those who contributed to the Strategy is included in Appendix 1 Exhibit 1.1, with deepest apologies to anyone who was inadvertently not acknowledged.

Exhibit 1

Summary of Vallejo Housing Strategy Recommendations

Vallejo Housing Vision		
Our City provides housing for everyone – <i>promoting housing affordability, access, fairness, dignity, and stability for our residents and workers.</i>		
Housing Strategy Goals ("The Eight Ps")		
P1 Promote transparency and build trust with community members P2 Promote fair housing and take meaningful action to achieve balanced and integrated housing P3 Preserve existing housing and expand housing affordability P4 Provide homeownership opportunities for Vallejo renters P5 Prevent homelessness, housing instability and displacement P6 Produce housing for the entire spectrum of residents and workers throughout Vallejo P7 Provide neighborhood services, enhance quality of life and increase opportunity in areas of high poverty P8 Promote job training, employment and economic self-sufficiency		
Housing Strategy Programs	Lead Departments	
I. Promote sustained City leadership and action on housing	City Manager	Housing
II. Preserve existing housing and expand affordability	Housing	City Attorney
III. Prevent homelessness and support renters facing housing instability and displacement	City Manager & Homeless	Housing
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	Housing	Planning & Development Services
V. Leverage public lands for housing	City Manager & Real Estate	Housing & Economic Development
VI. Enhance resident self-sufficiency through training and employment opportunities	Housing	Economic Development
Summary of Housing Strategy Programs and Actions	Implementation Timeline	
I. Promote sustained City leadership and action on housing	2020 Housing Strategy Adoption	
A. Establish a clear City vision and policy framework for housing	2020 Housing Strategy Adoption	
B. Expand funding resources from public and private sector	Ongoing work to secure resources	
C. Promote fair housing and take meaningful action to combat discrimination	2021 - update Fair Housing Plan	
D. Develop and maintain the Vallejo Housing Report Card	2020 - develop then implement	
II. Preserve existing housing and expand affordability	Expand City Efforts in 2020/21	
A. Preserve and expand existing housing resources	Expand on current City efforts	
B. Expand affordability to existing renters	Expand on current City efforts	
C. Improve affordability to existing homeowners	Expand on current City efforts	
III. Prevent homelessness and support renters facing housing instability and displacement	Expand City Efforts in 2020/21	
A. Expand programs to address homelessness	2020 - build upon Project Room Key	
B. Strengthen tenant education and protections	Expand on current City efforts	
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	Expand City Efforts in 2020/21	
A. Create environment to attract new development and expand housing	2020- Residential Zoning Code update	
B. Modify land use and design policies to encourage broader range of housing types citywide	2020- Residential Zoning Code update	
C. Catalyze broad range of affordable housing units throughout Vallejo	2020- focus on new developments	
V. Leverage public lands for housing	New Program Focus for 2020/2021	
A. Develop a Public Lands policy to leverage publicly owned sites for housing	2020- develop public lands policy	
B. Enter into public private partnerships to develop housing and services on public sites	2020/21- enter into partnerships	
VI. Enhance resident self-sufficiency through training and employment opportunities	New Program Focus for 2020/2021	
A. Prepare and train residents for employment in local businesses	2020/21- promote training partnerships	

Exhibit 2

Vallejo Housing Strategy — 2020 to 2021 Action Steps

I. Promote sustained City leadership and action on housing	
I.A.1-4	Adopt and begin implementing the Vallejo Housing Strategy (including all of the steps under Action IA)
I.B.1	Prioritize City and VHA budget expenditures on housing
I.B.2	Seek federal, state, and regional assistance to advance housing programs
I.C.1	Further fair housing and equal opportunity through an update to the City's Analysis of Impediments to Fair Housing
I.C.2	Investigate complaints of housing discrimination and advertisements that indicate discrimination
I.D.1-4	Create and annually update Vallejo Housing Report Card (incorporating the data listed under Action 1D)
II. Preserve existing housing and expand affordability	
II.A.1	Require prompt action by property owners to address code enforcement actions with penalties for delay
II.A.2	Expand City's neighborhood law program to include 2-4 unit and multifamily (5+ unit) housing properties
II.B.1	Prioritize provision of affordable housing for Vallejo residents and workers to the extent permitted by law
II.B.2	Expand the use of housing choice vouchers in Vallejo apartment buildings
II.B.3	Develop new tools that will make tenant recruitment and property management more efficient including tenant application kit, automated waitlist, pre-inspection checklist, and maintenance work order forms
II.C.1	Support programs to promote shared housing, particularly with senior residents
II.C.2	Assist lower to moderate income homeowners to rehabilitate their homes with a priority for homes subject to code enforcement actions
II.C.3	Provide downpayment assistance to expand homeownership opportunities for renters to purchase homes
III. Prevent homelessness and support renters facing housing instability and displacement	
III.A.1	Coordinate the development of the Navigation Center, which will include homeless services and provide shelter for 125 homeless individuals
III.A.2	Support local organizations that provide services and housing for the homeless, promote access to City resources and help maintain human dignity for homeless households
III.A.3	Develop additional permanent supportive housing units, including housing for veterans and foster youth through the use of Project Based Vouchers
III.A.4	Develop additional transitional housing for homeless (Project Room Key PLUS)
III.A.5	Partner with the School District to help house unhoused youth and families
III.A.6	Develop programs with local churches and property owners that designate areas for 24-hour parking, which allow vehicles to serve as temporary housing while maintaining quality of life
III.B.1	Help educate tenants regarding their rights including anti-rent gouging and just-cause limitations on lease terminations, non-renewals and evictions
III.B.2	Introduce a Housing Retention Framework to mediate just cause evictions
III.B.3	Assist residents that face eviction, investigate tenant complaints and monitor landlord compliance, including VHA property inspections
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	
IV.A.1	Help reduce housing costs by encouraging the use of new construction technology such as modular housing and other innovations
IV.A.2	Reduce costs to develop affordable housing by removing unnecessary regulations and streamlining the entitlement
IV.A.3	Designate additional areas for housing near transit including along the waterfront and in high resource areas and improve multi-modal transportation options including walkways and bikeways
IV.B.1	Improve residential zoning code and design guidelines so they are more flexible, easier to understand, and streamline development approvals
IV.B.2	Encourage the development of Accessory Dwelling Units (ADUs) in residentially zoned areas
IV.B.3	Modify residential zoning code to encourage a broader mix of housing types, including cluster housing, co-housing, special needs housing, ADUs, modular and prefabricated housing
IV.B.4	Modify design, land use and parking requirements in residential zoning code to incentivize infill housing, including small units such as tiny homes
IV.C.1	Address gaps in City's ability to achieve RHNA and provide affordable housing to broad mix of residents and workers
IV.C.2	Explore the adoption of an inclusionary housing program that provides on-site affordable units or would allow alternative means of compliance such as the payment of in-lieu housing fees or land dedication
V. Leverage Public Lands for Housing	
V.A.1	Streamline land use and approval process for public properties, leveraging SB 35 and other statewide legislation
V.A.2	Develop a program for publicly owned sites in compliance with State Surplus Property Law
V.B.1	Leverage public properties to catalyze housing production and provide affordable housing
V.B.2	Coordinate with the School District for the City to potentially acquire former school sites for housing
VI Enhance resident self-sufficiency through training and employment opportunities	
VI.A.1	Create a self-sufficiency life skills curriculum for VHA residents
VI.A.2	Develop internship programs with local businesses in housing, construction and industries that provide higher wage job opportunities
VI.A.3	Strengthen partnerships with local building trades, Factory OS and VCUSD to place local residents in construction training programs, particularly youth

Exhibit 3

Vallejo Housing Strategy - Recommended Outcomes in 2020-2021

Housing Strategy Programs and Outcomes	
I. Promote sustained City leadership and action on housing	
-	Adopt Housing Strategy
-	Commit VHA project based vouchers and local matching funds to develop Project Home Key interim housing and 125 permanent supportive housing units
-	Update the City's Analysis of Impediments to Fair Housing
-	Create and annually update a Vallejo Housing Report Card
II. Preserve existing housing and expand affordability	
-	Develop reporting tool to monitor code enforcement issues and resolution
-	Expand neighborhood law program to include 2+ unit housing properties
-	Develop new tools to facilitate tenant recruitment and efficient property management
-	Expand use of housing choice vouchers in existing apartment buildings
-	Provide downpayment assistance to 10 renters to become homeowners
III. Prevent homelessness and support renters facing housing instability and displacement	
-	Open the Navigation Center and shelter for 125 homeless individuals
-	Provide Project Home Key interim housing
-	Plan for the development of 125 permanent supportive housing units
-	Designate 100 parking spaces for 24-hour parking as temporary shelter
-	Hold tenant education meetings four times a year
-	Initiate Housing Retention Framework to mediate just cause evictions
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo	
-	Adopt Residential Zoning Code
-	Expand Priority Development Areas to allow more housing near transit
-	Work with developers and private owners to build more housing, including affordable housing (see Exhibit 4)
-	Address gaps in City's ability to achieve RHNA
-	Explore the adoption of an inclusionary housing program
V. Leverage public lands for housing	
-	Adopt City program for publicly owned sites in compliance with State Law
-	Work with developers to promote the development of housing on publicly owned sites (see Exhibit 4)
-	Acquire at least one former School District site for housing
VI. Enhance resident self-sufficiency through training and employment opportunities	
-	Create a self-sufficiency life skills curriculum for VHA residents
-	Place 10 interns with the City and local businesses in housing, construction and industries that provide higher wage job opportunities
-	Strengthen partnerships with local building trades, Factory OS and Vallejo City Unified School District (VCUSD) to place local residents in construction training programs, particularly youth

Exhibit 4
Recommended Housing Production Action Steps to Better Achieve RHNA

Project/ Developer	Area	Action Steps to be Undertaken	Proposed Housing Types	Current RHNA Cycle	Projected Units by Income Level					Local & Regional Funding	Potential Funding Sources
					VLI	LI	Mod	Above Mod	Total		
Leverage public properties to catalyze housing production and provide affordable housing											
Sacramento Street, Eden Housing (Vallejo PSH LLC)	Central Downtown	Leverage lessons learned from this development to undertake similar developments in future.	75 permanent supportive units for formerly homeless	X	75	0	0	0	75	\$7,390,000	City, LIHTC, NPLH, IIG and MHP, AHP, Private Banks
Navigation Center, 5 Midway Street	South Vallejo	Leverage lessons learned from this development to undertake similar developments in future.	125 homeless shelter beds	X	Shelter beds not counted for RHNA					\$660,000	CDBG, HomeAid, PLHA, Sutter Health, Kaiser and North Bay Healthcare
Old Post Office Site, Factory OS	Central Downtown	Explore whether some units could be affordable to moderate households.	130 multifamily units	X	0	0	TBD	TBD	130	TBD	TBD
Sonoma Estates, CHDC, 720-726 Sonoma Blvd.	South Vallejo	Identify and leverage additional funds to implement development.	11 moderate townhomes	X	0	0	11	0	11	\$970,000	City, NSP, CalHome, PLHA, LIIF
Mini/Stanford Workforce Housing, City Sponsored	North West	Work with local school district, identify funding sources and amounts needed.	44 townhomes for Teachers & Paraeducators	X	0	0	44	0	44	\$870,000	Former RDA funds, SubHIP, CDBG, PLHA, CalHome,
North Waterfront Mariner's Cove, Callahan Property Co.	Central Downtown	Explore using down payment assistance funds for moderate income homebuyers.	175 single family homes	X	0	0	TBD	TBD	175	TBD	TBD
Permanent Supportive Housing (PSH) (Preference for Homeless/At Risk)	TBD	Plan and develop another PSH development similar to Sacramento Street.	125 PSH units	TBD	125	0	0	0	125	\$6,250,000	LIHTC, AHP, NPLH, IIG and MHP, Health Center Program
Affordable Family or Senior Housing (Preference for Homeless/At Risk)	TBD	Plan and develop an affordable family or senior housing development.	100 family or senior units	TBD	50	50	0	0	100	\$5,000,000	LIHTC, AHSC, IIG, MHP and AHP
Blue Rock Springs, Greg Norman Group	North East	Explore potential inclusion of multifamily housing as well as small lot affordable units.	500 to 600 housing subdivision	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Mare Island, Nimitz Group/Southern Land	Mare Island	Collaborate with developers to catalyze housing, including Touro student housing	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Touro University and Cal Maritime Student Housing	Near or on Campus	Explore student housing with Touro (Mare Island) and Cal Maritime (South Vallejo).	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Leverage private properties to catalyze housing production and provide affordable housing											
Fairgrounds Apartments, 1700 Fairgrounds Avenue	North West	Explore whether additional units could be affordable to broader range of households.	47 mixed income apartments	X	0	5	TBD	TBD	47	\$235,000	City, SubHIP
North Gateway Apartments, 2401 Broadway	North West	Explore whether some units could be affordable to moderate households.	15 apartments	X	0	0	TBD	TBD	15	\$0	TBD
Harbor Park Expansion, 969 Porter Street (near Sonoma/Magazine)	South Vallejo	Explore whether additional units could be affordable to broader range of households.	127 3-story apartments	X	25	0	102	0	127	\$125,000	City, LIHTC, SubHIP
Downtown Infill Apartments, 437 Penn St.	Central Downtown	Explore whether additional units could be affordable to broader range of households.	22 3-story apartments	X	0	0	TBD	TBD	22	TBD	TBD
Cooke Fairview at Northgate, Fairview Dev, LLC	North East	Explore local hiring program at Costco and down payment assistance for low to moderate homebuyers.	178 single family homes	X	0	0	TBD	178	178	TBD	TBD
Vista La Terraza Subdivision, Discovery Builders	Central East	Explore using down payment assistance for low to moderate income homebuyers.	20 single family homes	X	0	0	0	20	20	TBD	TBD
Borges Ranch, New Faze	North West	Explore potential inclusion of multifamily housing as well as small lot affordable units.	407 single family, 88 multifamily units	X	TBD	TBD	TBD	TBD	495	TBD	TBD
Infill Single Family Homes (Estimate based on recent permits issued)	Scattered	Explore using down payment assistance for low to moderate income homebuyers.	120 single family homes	X	0	0	5	115	120	\$200,000	City, CDBG, CalHFA
Infill 2-4 Units (Estimate based on recent permits issued)	Scattered	Encourage affordability by design for broader range of household incomes.	9 Infill 2-4 units	X	0	0	0	9	9	TBD	City, CDBG, CalHFA
Infill ADUs (Estimate based on recent permits issued)	Scattered	Encourage affordability by design and develop program to help house tenants with VHA rental assistance.	60 ADUs	X	0	15	0	45	60	TBD	Housing Choice Vouchers
Potential Housing Production by Type and Income Distribution (Initial Estimates to be Updated)					275	70	162	367	1753	\$21,700,000	

TBD= To Be Determined.

Exhibit 5
Vallejo Housing Strategy Action Plan Matrix

Housing Strategy Programs and Actions					Key Action Step	Years 1-3 4-5		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements				Current City Action Underway	Relevant Laws and Housing Element Policies
RHNA	State, Federal	Regional /Transit	Local Law														
I. Promote sustained City leadership and action on housing																	
A. Establish a clear City vision and policy framework for housing																	
1	Engage entire Vallejo community in helping to address housing challenges	X	X		X	X	X								Conducting stakeholder meetings for PHA Plan, Con Plan and Housing Strategy		
2	Promote transparency and build trust through ongoing communication and input from diverse community members	X	X		X	X	X								Providing ongoing information via the City's website		
3	Develop policies and programs to achieve the vision and goals of the Housing Strategy, as well as the City's RHNA allocation	X	X		X	X	X	X	X				X		Preparing annual HE Progress Report and Housing Production Report	H.E. Program A.1.1.1 – Annual Review, Government Code 65400	
4	Leverage successful housing programs being undertaken by other cities and organizations	X	X		X	X	X	X	X				X		Performing research as part of housing strategy		
B. Expand funding resources from public and private sector																	
1	Prioritize City and VHA budget expenditures on housing	X	X		X	X	X	X	X						Incorporate as part of Housing Department Annual Budget Process	H.E. Program B.2.1.4 – Red't Boomerang funds	
2	Seek federal, state, and regional assistance to advance housing programs	X	X		X	X	X	X	X	X	X				Apply for SubHIP and PHLA funding	HE Program B 2.1.1 and B 2.1.5	
3	Work with local banks, Community Development Financing Institutions (CDFIs) or other organizations to provide financing assistance		X		X	X	X								Leveraging funding for affordable housing developments		
4	Strengthen relationships and seek funding from corporations and foundations for affordable housing		X		X						X		X		Working with Kaiser, Sutter and North Bay on Navigation Center		
5	Partner with major landowners, such as churches, health care and educational institutions to encourage housing on their property		X		X						X				Coordinating with School District regarding plans for surplus properties	Government Code 65400(a)(2)	
6	Leverage publicly owned properties and consider adoption of new fees or taxes to help fund and develop affordable housing		X					X	X	X					Undertake as part of Housing Strategy Implementation	HE Programs B2.1.2 and B 2.1.3	
C. Promote fair housing and take meaningful action to combat discrimination																	
1	Further fair housing and equal opportunity through an update to the City's Analysis of Impediments to Fair Housing	X	X		X		X				X	X	X		Will update Analysis of Impediments to Fair Housing	HE Program F.1.1.2, AB 686, Gov. code 8899.50, 65583	
2	Investigate complaints of housing discrimination and advertisements that indicate discrimination	X	X		X				X	X	X	X	X		Working with Legal Service and Housing Advocacy Organizations	HE Program F.1.1.1	
3	Help persons with disabilities to access housing and promote use of Universal Design features in new housing		X		X			X	X	X	X	X	X			HE Program E 1.1.5, Program E 1.1.6	
D. Develop and maintain the Vallejo Housing Report Card																	
1	Maintain a list and map of existing affordable and mixed income developments that include affordable units	X	X		X			X	X						Researching as part of ConPlan and Housing Strategy	HE Program C.1.1	
2	Maintain a list and map of housing developments that are planned and underway in Vallejo	X	X		X	X	X	X	X						Refining map of housing developments planned and underway	HE Program A 1.1.2 Vacant Land Inventory, AB1255, AB1486	
3	Maintain a list and map of publicly owned sites that are suitable for housing	X	X		X	X	X	X	X						Refining map of City-owned sites	HE Program A 1.1.2 Vacant Land Inventory, AB1255, AB1486	
4	Report on Vallejo's RHNA progress and housing needs, as well as monitor housing production progress	X	X		X		X	X	X	X	X	X			Prepare annual RHNA Progress Report and Action Plan, as well as monitor production	Gov't Code 65400, 65583	
5	Maintain two-year projected utilization report of VHA Housing Choice Vouchers and Project Based Rental Assistance	X	X		X	X	X					X			Prepare utilization report for VHA rental assistance programs		
6	Collaborate with Solano County and surrounding cities to perform annual homeless counts and how much shelter is provided	X	X			X	X	X	X	X	X	X	X		Work with Solano County to monitor homelessness and shelter needs	HE Program E.1.3	
7	Use the City's register of vacant housing to monitor the number of vacant housing units	X	X		X									X	Maintain register of vacant properties and monitor housing loans	Vallejo Municipal Code 7.62	

Exhibit 5
Vallejo Housing Strategy Action Plan Matrix

Housing Strategy Programs and Actions		Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements				Current City Action Underway	Relevant Laws and Housing Element Policies
			1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law		
II. Preserve existing housing and expand affordability														
A. Preserve and expand existing housing resources														
1	Require prompt action by property owners to address code enforcement actions with penalties for delay	X	X		X	X	X		X		X	Continuing code enforcement and neighborhood law program	HE Program G 1.1.1, G 2.1.1, G 4.1.1	
2	Expand City's neighborhood law program to include 2-4 unit and multifamily (5+ unit) housing properties	X	X				X		X		X	Expand code enforcement and neighborhood law program for more units	HE Program G 1.1.1, G 2.1.1, G 4.1.1	
3	Require owners to register vacant buildings, impose fees on those that do not register and incentivize owners to rent units		X		X						X	Monitoring registration of vacant properties by property owners	Registration Requirement per Vallejo Municipal Code 7.62	
4	Work with property owners to preserve existing affordable and mixed income developments that include BMR units and expand affordable housing opportunities by promoting acceptance of housing choice vouchers		X		X		X		X		X	Working with landlords to promote acceptance of housing choice vouchers and providing project based vouchers to preserve existing affordable apartments	HE Program C.1.1	
B. Expand affordability to existing renters														
1	Prioritize provision of affordable housing for Vallejo residents and workers to the extent permitted by law	X	X		X	X			X		X	When appropriate, develop Vallejo Local Resident and Worker Preference	Housing Authority Administrative Rule	
2	Expand the use of housing choice vouchers in Vallejo apartment buildings	X	X		X	X			X			Working with landlords to promote acceptance of housing choice vouchers		
3	Develop new tools that will make tenant recruitment and property management more efficient including tenant application kit, automated waitlist, pre-inspection checklist, and maintenance work order forms		X		X	X	X		X			Working with landlords to develop new tools	HE Program B 1.1.1 and E 1.1.1	
4	Provide on-line training and education for landlords to enhance property management, maintain rent affordability and minimize tenant evictions, including online tenant-landlord property management workshops		X		X	X	X		X			Working with landlords to provide training and education programs	HE Program B 1.1.1, E 1.1.1 and F.1.1.1	
C. Improve affordability to existing homeowners														
1	Support programs to promote shared housing, particularly with senior residents	X	X		X							Promoting use of housing choice vouchers for shared housing		
2	Assist lower to moderate income homeowners to rehabilitate their homes with a priority for homes subject to code enforcement actions	X	X		X			X	X		X	Providing CDBG funds to assist homeowners	HE Program G.1.1	
3	Provide downpayment assistance to expand homeownership opportunities for renters to purchase homes	X	X			X	X	X	X			Supporting CHDC which provides homebuyer counseling and down payment assistance	HE Program D 1.1.1, D 1.1.2, D 1.1.3	
4	Encourage development of ADUs as a way to help homeowners remain in their homes and expand affordable housing opportunities, such as through the use of housing choice vouchers		X		X				X	X				

Exhibit 5
Vallejo Housing Strategy Action Plan Matrix

Housing Strategy Programs and Actions					Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements				Current City Action Underway	Relevant Laws and Housing Element Policies
						1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law		
III. Prevent homelessness and support renters facing housing instability and displacement																	
A. Expand programs to address homelessness																	
1	Coordinate the development of the Navigation Center, which will include homeless services and provide shelter for 125 homeless individuals	X	X		X		X	X		X	X		Working with local and county service providers and health care organizations	HE Program E 1.1.3, Program E 1.1.4			
2	Support local organizations that provide services and housing for the homeless, promote access to City resources and help maintain human dignity for homeless households	X	X			X	X	X		X	X		Working with local and county service providers	HE Program E 1.1.3, Program E 1.1.4			
3	Develop additional permanent supportive housing units, including housing for veterans and foster youth through the use of Project Based Vouchers	X	X	X	X	X	X	X	X	X	X		Sacramento Street– 75 units of new permanent supportive housing	HE Program E 1.1.3, Program E 1.1.4			
4	Develop additional transitional housing for homeless (Project Room Key PLUS)	X	X										Administering Project Room Key and developing plan for transitional housing				
5	Partner with the School District to help house unhoused youth and families	X	X		X	X	X	X	X	X	X		Provide waiting list preference for families with children at School District (HOME TBRA)	HE Program E 1.1.3, Program E 1.1.4			
6	Develop programs with local churches and property owners that designate areas for 24-hour parking, which allow vehicles to serve as temporary housing while maintaining quality of life	X	X		X	X	X			X			Working with local churches to allow temporary use of parking lots when not being used by churches				
B. Strengthen tenant education and protections																	
1	Help educate tenants regarding their rights including anti-rent gouging and just-cause limitations on lease terminations, non-renewals and evictions	X	X			X	X	X	X	X	X		Provide CDBG funds to legal service providers and VHA services	HE Program F 1.1.1			
2	Introduce a Housing Retention Framework to mediate just cause evictions	X	X		X	X				X			Developing a new framework to mediate just cause evictions	HE Program F.1.1.1			
3	Assist residents that face eviction, investigate tenant complaints and monitor landlord compliance, including VHA property inspections	X	X		X	X							Working with Legal Services of Northern California (LSNC) and Fair Housing Advocates of Northern California				
4	Maintain a list of apartment developments in Vallejo that is accessible online to tenants seeking new housing		X			X	X	X	X	X	X		Working with landlords to develop and update list				

**Exhibit 5
Vallejo Housing Strategy Action Plan Matrix**

Housing Strategy Programs and Actions					Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements				Current City Action Underway	Relevant Laws and Housing Element Policies
						1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law		
IV. Produce housing affordable to entire spectrum of residents and workers throughout Vallejo																	
A. Create environment to attract new development and expand housing																	
1	Help reduce housing costs by encouraging the use of new construction technology such as modular housing and other innovations	X	X		X							X					
2	Reduce costs to develop affordable housing by removing unnecessary regulations and streamlining the entitlement process	X	X		X			X		X	X	X	X			Updating Residential Zoning Code and Design Review procedures	HE Program A 3.1.1
3	Designate additional areas for housing near transit including along the waterfront and in high resource areas and improve multi-modal transportation options including walkways and bikeways	X	X		X			X		X	X	X	X	X		Expand Priority Development Areas to promote transit oriented development and enhance multi-modal transit options	HE Policy A.4, HE Program H 2.1.4
B. Modify land use and design policies to encourage broader range of housing types citywide																	
1	Improve residential zoning code and design guidelines so they are more flexible, easier to understand, and streamline development approvals	X	X		X			X		X		X			X	Updating Residential Zoning Code and Design Review procedures	HE Program A 3.1.1
2	Encourage the development of Accessory Dwelling Units (ADUs) in residentially zoned areas	X	X		X			X		X		X	X		X	Updating Residential Zoning Code and Design Review procedures	HE Policy A.4, HE Program H2.2.1, H 2.1.2, H 2.1.4, 3.1.1, 4.1.1, 4.1.3 .
3	Modify residential zoning code to encourage a broader mix of housing types, including cluster housing, co-housing, special needs housing, ADUs, modular and prefabricated housing	X	X		X			X		X		X			X	Updating Residential Zoning Code as well as Downtown and Sonoma Blvd. Specific Plans	HE Policy A.4, HE Program H 2.1.2, H 2.1.4, 3.1.1, 4.1.1, 4.1.3 .
4	Modify design, land use and parking requirements in residential zoning code to incentivize infill housing, including small units such as tiny homes	X	X		X			X		X		X	X		X	Updating Residential Zoning Code and Design Review procedures	HE Policy A.4, HE Program H 2.1.2, H 2.1.4, 3.1.1, 4.1.1, 4.1.3 .
5	Adopt relevant City policies regarding State Density Bonus Law		X		X			X		X		X	X		X		HE Program A 3.1.2
6	Encourage existing property owners to reconfigure buildings into mixed use, affordable multifamily housing and allow flexible mixed use zoning		X		X			X		X		X			X	Updating Residential Zoning Code and Design Review procedures	HE Program A 1.1.3, HE Program H 2.1.2, H.2.1.3, H.4.1.2
C. Catalyze broad range of affordable housing units throughout Vallejo																	
1	Address gaps in City's ability to achieve RHNA and provide affordable housing to broad mix of residents and workers	X	X		X			X		X		X				Supporting CHDC which provides homebuyer counseling and down payment assistance, expand program	HE Program E.1.1.8, Health and Safety Code Sections 17021.5 and 17021.6. Section 17021.5 for Employee Housing
2	Explore the adoption of an inclusionary housing program that provides on-site affordable units or would allow alternative means of compliance such as the payment of in-lieu housing fees or land dedication	X	X					X		X		X				Undertake as part of Housing Strategy Implementation	Former HE Program B.2.1.2
3	Partner with CHDOs and non-profit corporations to acquire property, preserve and develop affordable housing		X									X				Work with two Certified Community Dev Housing Organizations (CHDOs)	Former HE Program C 1.1.3
4	Encourage the use of housing choice vouchers to provide affordable housing in Accessory Dwelling Units (ADUs)		X					X		X		X				Updating Residential Zoning Code; encourage use of housing choice vouchers	

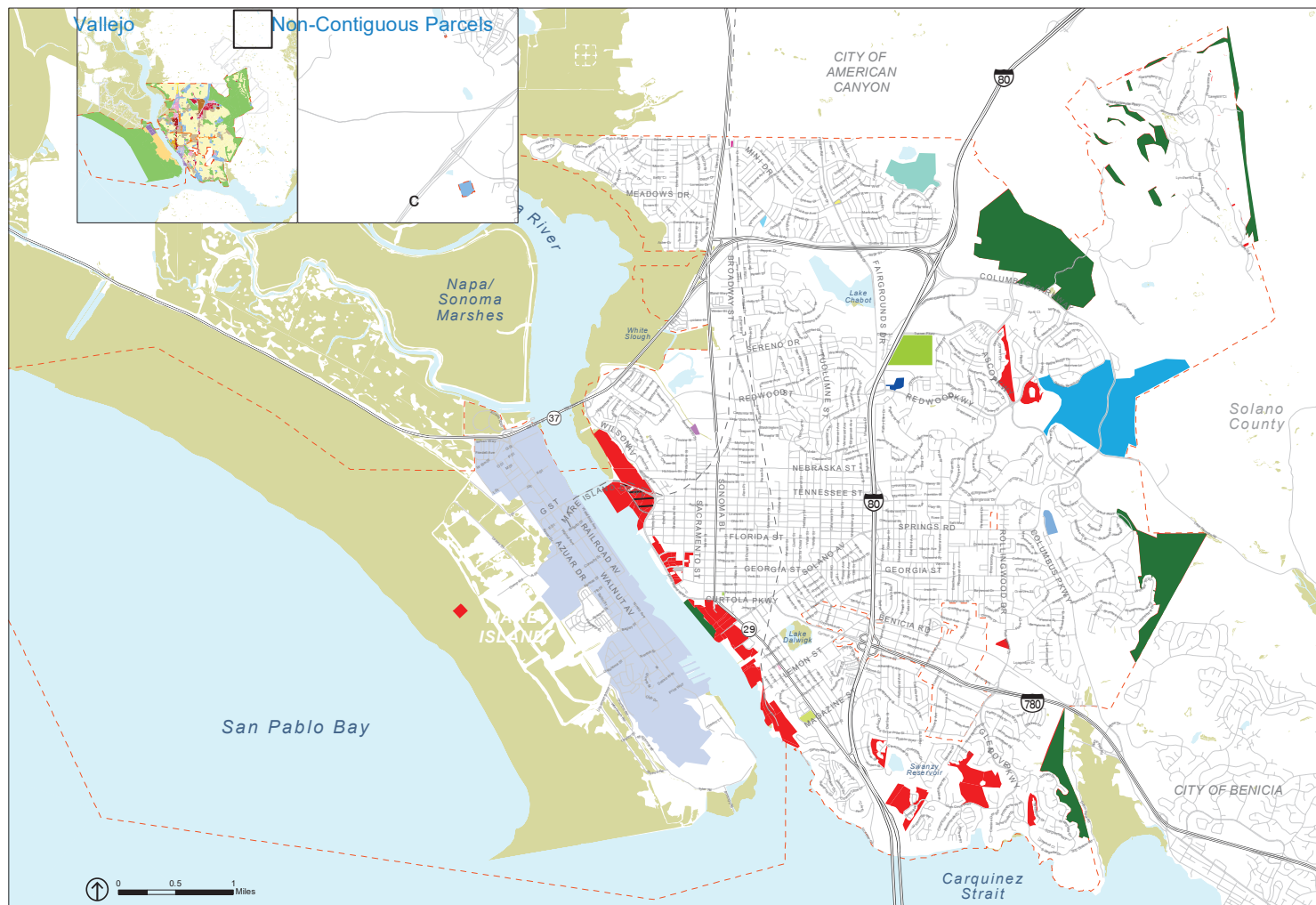
Exhibit 5
Vallejo Housing Strategy Action Plan Matrix

Housing Strategy Programs and Actions					Key Action Step	Years		Action Under-Way?	HUD 5 Year PHA Plan	HUD 5 Year Con Plan	Housing Element Program	Helps City Meet Requirements				Current City Action Underway	Relevant Laws and Housing Element Policies
						1-3	4-5					RHNA	State, Federal	Regional /Transit	Local Law		
V. Leverage public lands for housing																	
A. Develop a Public Lands policy to leverage publicly owned sites for housing																	
1	Streamline land use and approval process for public properties, leveraging SB 35 and other statewide legislation	X	X		X							X				Pursuing various methods to streamline production	HE Program A 1.1.1, A 3.1.1
2	Develop a program for publicly owned sites in compliance with State Surplus Property Law	X	X		X			X	X	X		X				Developing a program for publicly owned sites in compliance with State Law	AB 1486
3	Encourage development of workforce housing on publicly owned sites, leveraging best practices of other cities and school districts		X		X			X	X	X	X	X				Working with Factory OS/Holliday on Old Post Office Site and School District	HE Program E 1.1.8
4	Explore providing a percentage of affordable housing on key publicly owned sites, payment of housing fee(s) and/or a community benefit agreement to help fund and develop affordable housing		X					X	X	X	X	X				Undertake as part of Housing Strategy Implementation	Former HE Program B.2.1.2 (replaced w/fee programs), HE Program B2.1.2 and B 2.1.3
B. Enter into public private partnerships to develop housing and services on public sites																	
1	Leverage public properties to catalyze housing production and provide affordable housing	X	X		X			X	X	X		X				Working with School District to potentially acquire site(s)	HE Program A 1.1.1, A 1.1.2, B.2.1.2, E.1.8, H 4.1.1, H 4.1.2, H 4.1.3
2	Coordinate with the School District for the City to potentially acquire former school sites for housing	X	X		X			X	X	X		X					HE Program A 1.1.1, A 1.1.2, B.2.1.2, E.1.8, H 4.1.1, H 4.1.2, H 4.1.3
3	Utilize tax incentives such as Low Income Housing Tax Credits and Opportunity Zones to promote affordability and attract developers		X		X			X	X	X		X					HE Program A 1.1.1, A 1.1.2, B.2.1.2, E.1.8, H 4.1.1, H 4.1.2, H 4.1.3
4	Incorporate community stakeholder involvement as part of the development review process			X				X	X	X		X					
5	Encourage the development of services, such as child-care centers and small grocery services that will allow residents to minimize vehicle trips and access services close to home.			X				X	X	X		X				HE Program H 1.1.2	
6	Dedicate a portion of City-owned land for new business that create high-paying jobs along with housing			X	X							X				Former HE Program B.3.1.1	
VI. Enhance resident self-sufficiency through training and employment opportunities																	
A. Prepare and train residents for employment in local businesses																	
1	Create a self-sufficiency life skills curriculum for VHA residents	X	X		X			X	X	X						Developing a curriculum for VHA residents	
2	Develop internship programs with local businesses in housing, construction and industries that provide higher wage job opportunities	X	X		X			X	X	X						Developing internship programs for VHA residents	
3	Strengthen partnerships with local building trades, Factory OS and VCUSD to place local residents in construction training programs, particularly youth	X	X		X			X	X	X						Working with local non-profits and Factory OS	
4	Encourage new housing development that meets labor standards while promoting cost efficient housing construction		X		X			X	X	X						Working with Trade Unions and Factory OS	

Key to abbreviations: Vallejo Housing Authority (VHA)

HUD= HUD Five Year Public Housing Authority Plan (PHA), Dept. of HUD Consolidated Plan (ConPlan)

HE= Housing Element



CITY OF VALLEJO

City Owned & Housing Map

- Sonoma Estates
- Old Post Office.
- City Owned Open Space (not currently developable)
- City Owned Properties (currently developable)
- Downtown Infill Apartments
- Harbor Park Expansion, Sonoma Blvd. at Magazine
- Borges Ranch
- Mini/Stanford
- Vista La Terraza
- Sacramento Street
- North Waterfront Mariner's Cove
- Blue Rock Springs
- Mare Island
- Cooke Fairview at Northgate
- North Gateway Apartments
- Carlton Senior Living
- Railroad
- Vallejo City Limit
- Wetland

Exhibit 6

8/10/2020



Vallejo Housing Strategy Appendices

- Appendix 1 – Stakeholder Recommendations and Contributions**
- Appendix 2 – Presentation of Key Findings from Housing Analysis**

Appendix 1 – Community Stakeholder Process and Contributions Vallejo Housing Strategy

The Vallejo Housing Strategy (Strategy) was developed with the input from numerous community stakeholders, including members of the City Council, Planning Commission, Housing and Development Commission, Vallejo Housing Authority Resident Advisory Board, and City staff. The Strategy builds upon the recommended programs and actions in the Public Housing Agency Plan and Consolidated Plan, which were also developed in consultation with community members in 2020. The list of those who provided input to the Strategy is included on the following pages in Appendix Exhibit 1.1.

During the development of the Strategy, four meetings were held with community stakeholders to discuss Vallejo's housing needs, opportunities and challenges and to gather recommendations regarding how best to address them in the future. During each meeting, a diverse array of stakeholders participated in group discussions where they provided both verbal and written recommendations. Additional input was also provided via electronic correspondence and phone conversations with stakeholders, as well as during meetings related to the Public Housing Agency Plan (PHA Plan) and Consolidated Plan (Con Plan). The following community meetings were held where input was gathered:

- Housing Strategy Meetings– January 27, 2020 and February 25, 2020
- PHA Plan and Con Plan Meetings– January 23, February 26, March 9 and March 24, 2020

In addition to general information that was presented and gathered during the meetings, three key questions were posed to stakeholders to provide a framework for developing the Strategy recommendations:

- How do we create more housing opportunities for our diverse array of residents and workers?
- How do we best leverage the City's publicly owned sites for housing?
- What is most important for the City to do to overcome Vallejo's challenges?

A summary of the notes and information that were assembled in response to each question is included as Exhibit 1.2 in this appendix. Based on the responses to these questions, six major areas of Strategy focus emerged that formed the basis for its recommended goals and actions:

- Promote sustained City leadership in housing
- Preserve existing housing and expand affordability
- Prevent homelessness and support renters facing housing instability
- Catalyze new housing of different types and affordability
- Leverage public lands for housing
- Provide training and expand local workforce to build housing

Appendix Exhibit 1.2. also summarizes the stakeholder recommendations according to these six areas of focus and includes written materials provided by stakeholders. Given the diverse representation of Vallejo residents, workers, community organizations and businesses, the stakeholders recommended a broad variety of actions, some of which were not always consistent with one another. The Strategy exhibits focus on synthesizing and bringing together these diverse viewpoints into a series of actions and action steps to achieve the Strategy vision and goals that embody their collective contributions while taking into consideration the City of Vallejo's funding resources, staffing capacity and legal authority.

Appendix Exhibit 1.1
Vallejo Housing Strategy– Community and City Stakeholders

FIRST NAME	LAST NAME	ORGANIZATION
Mustafa	Abdul-chanee	Community Housing Development Corporation
Maya	Amichai	
Emily	Bao	Fair Housing Advocates of Solano
Danny	Bernardini	Napa Solano BTC
Maria	Bitagon	Filipino American Chamber of Commerce
La	Brenda Jacobs	
Patricia	Brown	
Pastor	Bryan Harris	Emmanuel Arms Community Inc.
Jose	Caballero	Solano County
Iforia	Calis	
Joe	Callahan	CPC
Andre	Chapman	Unity Care
Adam	Clark	Vallejo City Unified School District
Shiyama	Clunie	Kaiser Permanente
Donna	Craig	
Angela	Cuevas	Strawberry Hill
Teresa	Daran	Common Ground
Mina	Diaz	Diaz & Loera Contro Latino
Oliver	Ehlinger	LSNC
Jeb	Elmore	Lewis Management
Charmaine	Ferraz	Common Ground
Richard	Fisher	Youth Leader
Lorna	Flora	Strawberry Hill
Kent	Fortner	Business Owner
Shawn	Gavne	Business Owner
Shawna	Gilroy	Chamber of Commerce
Joanna	Griffith	Community Housing Development Corporation
Lauren	Hamm	Self-employed
Peggy	Hardy	Holiday Gardens
Heather	Henry	Workforce Development Board
Rick	Holliday	Factory OS
Lillie	Hurd	Vallejo landlord
Laura C.	Imbong	St Basil Church
Leslie	Janik	Civil Service Commissioner
Abraham	Johnson	Youth Leader
Derrick	Karimian	Property Manager
Theresa	Karr	
Beth	Kranda,	Soltrans
Kim	Lambert	Homeowner
Romalda	Lara	Student
Rose	Laugtug	Vallejo Together
Sandraw	Lee	Self-employed
Jean	Likovez	Citizen
David	Lindsay	Common Ground
Cristal	Little Rocha	Urban Habitat & VJHC
Jamual "JV"	Macor	IBEW L.V. 1245
Alex	Magsano	Migrante
Perla	Malasan	Strawberry Hill
Niles	Medders	
Liat	Meitzenhimer	Vallejo Housing Justice Coalition, Resident
Trinidad	Mendoza	Strawberry Hill
Allison	Mezzera	FCC Vallejo Common Ground
Helen	Mezzera	Common Ground
Tim	Moreau	Community Housing Development Corp
Tracy	Moreno	Marina Towers
Michelle	Morgan	Self-employed
Ellen	Morris	Eden Housing, Inc
Dina	Morrison	Self-employed
Jun	Mozzera	
Brian	Nagy	Nimitz Group
Marjorie	Neal	
Timothy	Nichols	Factory OS

Appendix Exhibit 1.1
Vallejo Housing Strategy– Community and City Stakeholders

FIRST NAME	LAST NAME	ORGANIZATION
Lisa	Norton	Touro University
Janet	O'gara	
Denise	Pace	Love Life Church
Brigit	Perez	Touro University
Cosuelo	Perez	
Kevine	Rally	Remax
Jon	Riley	Napa-Solano AFL-CIO
Cathy	Rojas	Solano Association of Realtors
Mitchell	Romao	Vallejo City Unified School District
Steve	Schwartz	Aretis
David	Schultens	
DeDe	Scrivner Bosuego	Vallejo Together
Brian	Sewell	Southern Land Company
Ravi	Shankar	PB Vallejo, VSCA
Elexus	Smith	Youth Leader
Lesley	Squires	St Basil Church
Demetra	Stall-Nash	Vallejo Together
Patrick	Thornton	Self-employed
BA	Vaughn	
Thomas	Vilhauer	Property Owner
Johnny	Walker	SAOR-Property Management
Margaret	Walters	1st Christian Church
Marie	Watts	Self-employed
Harold	Weatehr	
Joann	Weatehr	
Ben	Yu	Migrante
City Council		
Bob	Sampayan	Vallejo City Council
Hakeem	Brown	Vallejo City Council
Pippin	Dew	Vallejo City Council
Housing and Community Development Commission		
Bre	Jackson	Vallejo Housing and Community Development Commission
Planning Commission		
Peggy	Cohen-Thompson	Vallejo Planning Commission
Kathleen	Diolep	Vallejo Planning Commission
JR	Matulac	Vallejo Planning Commission
Vallejo Housing Authority Resident Advisory Board		
Margie	Verdan	Resident Advisory Board
Chrisina	Long	Resident Advisory Board
Housing Strategy Core Team– City Staff and Outside Counsel		
Greg	Nyhoff	City Manager's Office
Anne	Cardwell	City Manager's Office
Justin	Peters	City Manager's Office
Randy	Risner	City Attorney's Office
Shannon	Eckmeyer	City Attorney's Office
Meera	Bhatt	City Attorney's Office
Judy	Shepard-Hall	Housing and Community Development
Gillian	Hayes	Planning and Development Services
Michelle	Hightower	Planning and Development Services
Cesar	Orozco	Planning and Development Services
Afshan	Hamid	Planning and Development Services
Paul	Kelley	Economic Development
Erin	Hanford	Economic Development
Slater	Matzke	Economic Development
Will	Morat	Economic Development

Summary of Recommendations by Three Questions

1. How do we create more housing opportunities for our diverse array of residents and workers?

- Encourage broader range of housing types throughout the City
- Modify land use and design policies to encourage new housing
- Incentivize new housing that is affordable to entire spectrum of residents and workers
- Preserve existing housing and maintain affordability to existing residents
- Adopt programs to address homelessness
- Promote local job creation and leverage local workforce to construct new housing

2. How do we best leverage the City's publicly owned sites for housing?

- Develop a Public Lands policy to leverage publicly owned sites for housing
- Encourage the formation of public private partnership(s) with the City to develop housing on publicly owned sites
- Leverage local workforce and businesses to construct new housing on publicly owned sites

3. What is most important for the City to do to overcome Vallejo's challenges?

- Promote sustained City leadership on housing
- Establish a clear City vision and policy framework for housing
- Create environment to attract new development and expand housing
- Expand funding resources from public and private sector
- Integrate housing and transportation planning
- Develop and maintain citywide data on housing

Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy Stakeholder Recommendations– January to March 2020

Summary of Strategy Recommendations by Major Themes

- A. Promote sustained City leadership in housing**
- B. Preserve existing housing and expand affordability**
- C. Prevent homelessness and support renters facing housing instability**
- D. Catalyze new housing of different types and affordability**
- E. Leverage public lands for housing**
- F. Provide training and expand local workforce to build housing**

A. Promote sustained City leadership in housing

Promote sustained City leadership and action on housing

- Establish a clear vision and policy framework for housing
 - Promote transparency and build trust
 - Adopt equitable housing policies for ALL Vallejo residents
- Prioritize City budget expenditures on housing
- Create more high-paying jobs, which help residents afford new housing
- Strengthen relationships with corporations to promote housing
- Partner with major landowners, such as churches, health care and educational institutions to encourage housing on their property
- Do outreach in community to spread message about what the city is doing, and encourage more residents to get involved in the process
- Formally commit to achieving and or exceeding the RHNA allocation
- Add more building and housing staff instead of consultants
- Engage entire Vallejo community in helping to address housing challenges,

Expand funding resources from public and private sector

- Seek federal, state, and regional assistance
- Adopt new fees or taxes for affordable housing
- Develop new financing models for ADUs
- Work with local banks, Community Development Financing Institutions (CDFIs) or other organizations to provide financing assistance
- Request funding from private foundations and corporations

Integrate housing and transportation planning

- Focus on increasing affordable housing in transit-accessible locations
- Expand transit networks and service
- Expand bike lanes

Develop and maintain citywide data on housing

- Research and document the number of vacant buildings/homes
- Evaluate and report on Vallejo's unmet housing needs
- Maintain a list and map of housing developments that are planned and underway in Vallejo
- Maintain a list and map of publicly owned sites that are suitable for housing
- Research successful housing programs being undertaken by other cities and organizations

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
Stakeholder Recommendations– January to March 2020**

B. Preserve existing housing and expand affordability

Preserve existing housing and improve affordability to existing residents

- Support home sharing programs to share housing among local residents
- Evaluate how AirBnB may be affecting availability of rental housing
- Encourage existing property owners to reconfigure buildings into mixed use, affordable multifamily housing
- Enable/subsidize the purchase of existing housing by a non-profit, cooperative or Community Land Trust to keep it affordable
- Subsidize homeownership, i.e. down payment assistance
- Prioritize Vallejo residents when allotting affordable housing
- Require prompt action by owners for repairs and other concerns with penalties for delays
- Impose fees or penalties on owners of housing units that are left vacant for specified period of time (for example, more than 90 days), especially for corporate owners
- Ask each City department manager to work with owner's to help rent/lease for reduced and discounted fees for water, garbage etc.
- Make it easier for lower income homeowners to update their homes
- Encourage property owners to accept Section 8 vouchers

C. Prevent homelessness and support renters facing housing instability

Strengthen tenant education and protections

- Strengthen tenant protections [differing opinions on how to do this]
- Create a city rent board or strengthen Human Relations Committee to investigate tenant complaints, monitor landlord compliance and penalize non-compliant landlords
- Encourage property owners to help Vallejo renters
- Educate residents regarding their fair housing rights

Adopt programs to address homelessness

- Adopt bill of rights for unhoused residents that maintains their dignity
- Adopt the “*Housing First*” model, which recognizes that the solution for homelessness is permanent housing
- Partner with the School District to help house unhoused youth and families at School District property
- Develop programs that designate areas for safe parking, which allow vehicles to serve as temporary housing while maintaining quality of life
- Encourage churches/religious places to offer small living space for 1 to 2 people by offering a City incentive
- Assist squatters and residents that face eviction

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
Stakeholder Recommendations– January to March 2020**

D. Catalyze New Housing of Different Types and Affordability

Create environment to attract new development and expand housing

- Remove obstacles to new housing development
- Improve “Quality of Life”
- Think outside the box; be innovative!
- Promote Vallejo’s great weather, waterfront and “gateway to north”

Encourage broader range of housing types citywide

- Cluster housing, co-housing and co-ops
- Compact housing near transit
- Mixed use development with retail on ground floor
- Housing for residents with special needs
- Accessory Dwelling Units (ADUs, including conversion of existing spaces and new infill units)
- Single family homes developed/divided as multiple units
- Smaller housing types for both rental and ownership
- Modular and prefabricated housing

Modify land use and design policies to encourage new housing

- Designate additional areas for housing near transit – *City in process of designating new Priority Development Areas (PDAs) to allow more housing to be developed near transit*
- Eliminate restrictions of Single Family zoning by allowing more than one dwelling unit per lot in Single Family zoned areas
- Replace density controls with form based controls
- Eliminate or reduce minimum size requirements to allow smaller infill housing units, such as tiny houses and small apartments like Europe
- Reduce or waive parking requirements
- Encourage infill housing and minimize sprawl
- Zone areas to accommodate different housing types
- Fix zoning code so it is more understandable
- Create design guidelines and pre-approved plans to allow developers to quickly develop housing if they meet certain criteria
- Incorporate design features that make higher density housing more livable
- Make it easier to secure conditional use permit

Increase/Incentivize new housing that is affordable to entire spectrum of residents and workers

- Leverage public sites (City and School District)
- Decrease housing construction costs
- Streamline and relax permitting process for housing
- Lower City fees where possible to encourage housing
- Relieve displacement pressures by providing new housing to broad mix of current and future residents/workers

Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy Stakeholder Recommendations– January to March 2020

- Increase unit count by providing density bonuses
- Support development of a community land trust, which is a non-profit benefit corporation that acquires and holds land for housing
- Limit HOA and amenity fees, as concerned that these costs can make housing less affordable
- Consider adoption of an inclusionary housing program that provides for the provision of affordable housing as part of market rate development
- Encourage ADUs in new development for affordable rental housing (vs. used for AirBnB)
- Reduce costs to develop affordable housing by removing unnecessary regulations and streamlining the entitlement process
- Allow higher rents to promote new infill development

E. Leverage Public Lands for Housing

Develop a Public Lands policy to leverage publicly owned sites for housing

- Streamline land use and approval process
- Utilize tax incentives such as Opportunity Zones to entice development
- Coordinate with School District to potentially acquire former school sites for housing
- Encourage development of workforce housing on publicly owned sites, leveraging best practices of other cities and school districts
- Provide on-site affordable housing (inclusionary housing) and/or public housing on public land
- Dedicate a portion of land for new business that create high-paying jobs along with housing
- Encourage partnerships with businesses and foundations
- Explore new funding opportunities to leverage equity participation on City sites
- Provide affordable housing developers the first right of refusal for surplus public lands
- Sell City-owned buildings to those who would rent to families with all types of incomes
- Consider levying an impact fee or requiring a community benefit agreement to help fund/develop housing on publicly owned sites

Encourage public private partnership(s) to develop housing on publicly owned sites

- Develop a visionary RFP process to attract a master developer that would develop multiple sites with a non-profit of affordable housing
- Have multiple developers submit RFPs that the city evaluates
- Select proposals based on economically feasible options that provide the most benefits for the community
- Incorporate community stakeholder involvement in development process
- Leverage Vallejo's waterfront to create a more vibrant community

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
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F. Provide training and expand local workforce to build housing

- Attract employers that pay higher wages to allow people to afford housing
- Build higher quality office and housing near transit to attract higher income people who can pay taxes or fees that would help fund affordable housing and provide new jobs
- Leverage local workforce and businesses to construct and rehab housing
- Provide additional support for young apprentices in local construction trades to build housing
- Support and train young people to help build or rehabilitate homes
- Collaborate with Factory OS
- Work with labor to develop apprenticeship programs and to encourage new housing development while meeting labor standards

Supporting Notes from Stakeholder Meetings Organized by Three Questions

1. How do we create more housing opportunities for our diverse array of residents and workers?

Encourage broader range of housing types citywide

- Cluster housing, co-housing and co-ops
 - Co-housing examples, Oakland (Phoenix Commons), Nevada City and Davis
- Compact housing near transit
 - Multifamily housing with mix of affordability and services
- Mixed use development with retail on ground floor
 - Incentivize in downtown Vallejo like Berkeley and Oakland
 - Require/incentivize banks to expand in Vallejo
- Housing for residents with special needs
 - Veteran-friendly housing
 - Transitional and permanent housing for homeless households, including permanent supportive housing
 - Housing for persons with physical disabilities, mental illness and/or suffering from drug addiction, including group homes
 - Single Room Occupancy Units and/or Dormitory style units, which may not include a private bathroom and/or kitchen in each unit
 - Student housing
 - Workforce housing, such as for teachers and public employees
 - Intergenerational housing for seniors and young people
 - Live/work housing
- Accessory Dwelling Units (ADUs, including conversion of existing spaces and new infill units)
- Single family homes developed/divided as multiple units (could be partially accomplished with ADUs)
- Smaller housing types for both rental and ownership
 - “Tiny Houses” and “Tiny Houses On Wheels (THOW)” as temporary or permanent housing options, including for homeless
 - Small apartment units and student housing
- Modular and prefabricated housing

Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy Stakeholder Recommendations– January to March 2020

Modify land use and design policies to encourage new housing

- Designate additional areas for housing near transit (City in process of designating new Priority Development Areas (PDAs) to allow more housing to be developed near transit)
- Eliminate restrictions of Single Family zoning by allowing more than one dwelling unit per lot in Single Family zoned areas
 - Example: <https://tcf.org/content/report/minneapolis-ended-single-family-zoning/>
- Replace density controls with form based controls
 - Example: Benicia Downtown Mixed Use Master Plan and Richmond Livable Corridors Form Based Code
- Eliminate or reduce minimum size requirements to allow smaller infill housing units, such as tiny houses and small apartments like Europe
- Reduce or waive parking requirements
 - Reduce minimum parking requirements, especially near transit
 - Eliminate or reduce parking required for downtown housing
 - Eliminate or reduce parking required for affordable housing, where residents have lower levels of car ownership
- Encourage infill housing and minimize sprawl
- Zone areas to accommodate different housing types
 - Important to think about how different geographic areas suit different needs and set up zones with a combination of neighborhood amenities and building types that would appeal to people in different income/ethnic/lifestyle/stage groups
 - Belvedere as a good example
- Fix zoning code so it is more understandable
- Create design guidelines and pre-approved plans to allow developers to quickly develop housing if they meet certain criteria
- Incorporate design features that make higher density housing more livable
- Make it easier to secure conditional use permit

Increase/Incentivize new housing that is affordable to entire spectrum of residents and workers

- Leverage public sites (City and School District)
 - Acquire as much land as possible in Vallejo for housing
- Decrease housing construction costs
- Streamline and relax permitting process for housing
 - Allow pre-approved plans
 - Streamline affordable housing development
 - Make it easier for homeowners to add new units such as ADUs
- Lower City fees where possible to encourage housing
 - Fee waivers or reductions for planning and building fees, particularly for affordable housing and homeowners

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
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- Relieve displacement pressures by providing new housing to broad mix of current and future residents/workers
- Increase unit count by providing density bonuses
- Support development of a community land trust, which is a non-profit benefit corporation that acquires and holds land for housing
- Limit HOA and amenity fees, as concerned that these costs can make housing less affordable
- Consider adoption of an inclusionary housing program that provides for the provision of affordable housing as part of market rate development
 - Preference for on-site affordable housing vs. fee payment
 - Consider providing 10%-15% or 20%-30% affordable housing, with higher percentages on publicly owned properties
- Encourage ADUs in new development for affordable rental housing (vs. used for AirBnB)
- Reduce costs of affordable housing by removing unnecessary regulations and streamlining the entitlement process
- Allow higher rents to promote new infill development

Preserve existing housing and maintain affordability to existing residents

- G. Support home sharing programs to promote shared housing among residents
 - a. Help match homeowners with extra room with tenants seeking affordable places to live
 - b. Provide protections and assistance to owners who rent out part of their homes to incentivize them to do so
- H. Evaluate how AirBnB may be affecting availability of rental housing
- I. Encourage existing property owners to reconfigure buildings into mixed use, affordable multifamily housing
- J. Encourage property owners to accept Section 8 vouchers
- K. Strengthen tenant protections [differing opinions on how to do this]
 - a. Build upon the minimum tenant protections in AB 1482 (Tenant Protection Act) to lower minimum annual rent increase, extend rent stabilization and just cause eviction protections to **all** tenants, and decrease exemption for new construction to 10 years
 - b. Provide tenants first right of refusal for condominium conversions
 - c. Do not allow rent control or impose more restrictive limitations in Vallejo than provided statewide
- L. Create a city rent board or strengthen Human Relations Committee to investigate tenant complaints, monitor landlord compliance and penalize non-compliant landlords
- M. Enable/subsidize the purchase of existing housing by a non-profit, cooperative or Community Land Trust to keep it affordable
- N. Subsidize homeownership, i.e. down payment assistance
- O. Prioritize Vallejo residents when allotting affordable housing
- P. Require prompt action by owners for repairs and other concerns with penalties for delays

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- Q. Impose fees or penalties on owners of housing units that are left vacant for specified period of time (for example, more than 90 days), especially for corporate owners
- R. Ask each City department manager to work with owner's to help rent/lease for reduced and discounted fees for water, garbage etc.
- S. Encourage property owners to help Vallejo renters
- T. Educate residents regarding their fair housing rights
- U. Make it easier for lower income homeowners to update their homes
 - a. Provide free paint, repairs

Adopt programs to address homelessness

- Adopt bill of rights for unhoused residents that maintains their dignity
- Adopt the “*Housing First*” model, which recognizes that the solution for homelessness is permanent housing
- Partner with the School District to help house unhoused youth and families at School District property
 - Example: <https://www.sfchronicle.com/education/article/Bold-idea-homeless-shelter-at-San-Francisco-12823368.php>
- Develop programs that designate areas for safe parking, which allow vehicles to serve as temporary housing while maintaining quality of life
- Encourage churches/religious places to offer small living space for 1 to 2 people by offering a City incentive
- Assist squatters and residents that face eviction

Promote local job creation and leverage local workforce to construct and rehabilitate housing

- Attract employers that pay higher wages to allow people to afford housing
- Build higher quality office and housing near transit to attract higher income people who can pay taxes or fees that would help fund affordable housing and provide new jobs
- Leverage local workforce and businesses to construct and rehab housing
 - Factory OS
- Provide additional support for young apprentices in local construction trades to build housing
 - Sponsor classes in building trades
- Support and train young people to help build or rehabilitate homes
 - Provide resources and staff support for “Youth Build” program
 - Support “Center for Success”

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
Stakeholder Recommendations– January to March 2020**

2. How do we best leverage the City's publicly owned sites for housing?

Develop a Public Lands policy to leverage publicly owned sites for housing

- Streamline land use and approval process
 - Modify land use designations for surplus properties to allow for housing development
- Utilize tax incentives such as Opportunity Zones to entice development
- Coordinate with School District to potentially acquire former school sites for housing
- Encourage development of workforce housing on publicly owned sites, leveraging best practices of other cities and school districts
- Provide on-site affordable housing (inclusionary housing) and/or public housing on public land
 - Consider providing 20% to 30% affordable housing
- Dedicate a portion of land for new business that create high-paying jobs along with housing
- Encourage partnerships with businesses and foundations
- Explore new funding opportunities to leverage equity participation on City sites
- Provide affordable housing developers the first right of refusal for surplus public lands
- Sell City-owned buildings to those who would rent to families with all types of incomes
- Consider levying an impact fee or requiring a community benefit agreement to help fund/develop housing on publicly owned sites

Encourage public private partnership(s) to develop housing on publicly owned sites

- Develop a visionary RFP process to attract a master developer that would develop multiple sites with a non-profit of affordable housing
- Have multiple developers submit RFPs that the city evaluates
- Select proposals based on economically feasible options that provide the most benefits for the community
- Incorporate community stakeholder involvement as part of the development process
- Leverage Vallejo's waterfront to create a more vibrant community

Leverage local workforce and businesses to construct new housing on publicly owned sites

- Collaborate with Factory OS
- Work with labor to develop apprenticeship programs and to encourage new housing development while meeting labor standards

**Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy
Stakeholder Recommendations– January to March 2020**

3. What is most important for the City to do to overcome Vallejo's challenges?

Promote sustained City leadership on housing

- Establish a clear vision and refine the City's policies to prioritize housing (see below)
 - Create leadership task force modeled after San Jose
<https://sanjosespotlight.com/san-joses-general-plan-task-force-announced-set-to-meet-this-fall/>
- Prioritize City budget expenditures on housing
 - Institute a regular City General Fund allocation for affordable housing (using former RDA boomerang funds)
 - Devote City staff resources; add more building and housing staff instead of consultants
- Create more high-paying jobs, which help residents afford new housing
- Strengthen relationships with corporations to promote housing
 - For example, health housing partnership with local healthcare providers
- Partner with major landowners, such as churches, health care and educational institutions to encourage housing on their property
- Do outreach in community to spread message about what the city is doing, and encourage more residents to get involved in the process
- Formally commit to achieving and or exceeding the RHNA allocation
- Engage entire Vallejo community in helping to address housing challenges, asking questions like this:
 - What would you do if your daughter or son were homeless?
 - What can you do to help Vallejo's working class?

Establish a clear City vision and policy framework for housing

- Adopt equitable housing policies for ALL Vallejo residents
 - Consider housing needs of entire spectrum of residents and workers
 - Encourage infill housing to meet these needs
 - Consider policies in relationship to "Housing as a human right"
"Everyone has a fundamental human right to housing, which ensures access to a safe, secure, habitable, and affordable home with freedom from forced eviction."
 - Develop affordable housing for veterans, seniors and families with minimum wage jobs
- Promote transparency and build trust
 - Open policy making process to the public
 - More representation for tenants in housing policy making
 - Stipends for more volunteers/elderly who contribute to community
 - Create a "Mayor for the Day" program
 - Regularly communicate, report and update community partners

Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy Stakeholder Recommendations– January to March 2020

Create environment to attract new development and expand housing

- Remove obstacles to new housing development
 - Streamline development process
 - Lower cost of development, through use of public land and potential lowering of City fees for infill housing
 - Allow payment of City fees to be phased-in over time but require developers to build housing units within a specific period of time
 - Create preferred design guidelines and pre-approved plans that would allow developers to have reduced fees if they built projects that met certain criteria
- Improve Quality of Life
 - Promote new jobs in Vallejo, reduce crime, improve schools
- Think outside the box; be innovative!
- Promote Vallejo's great weather, waterfront and "gateway to north"

Expand funding resources from public and private sector

- Seek federal, state, and regional assistance
 - MTC grants
 - "Medical Home" designation from US Veterans Administration
 - Tax increment financing (TIF)
- Adopt new fees or taxes for affordable housing
 - Real estate transfer taxes
 - Recording fees
 - Local bond measure, such as adopted by Alameda County, SF, LA, San Jose
 - Property tax increases
 - Sales tax increases
 - Housing fees on residential or non-residential development as long as development feasibility can be maintained
- Develop new financing models for ADUs
 - For example, an ADU Revolving Loan Fund with a local credit union
 - For example, provide rental housing assistance to help finance ADUs when owner commits to providing affordable rental units
 - <https://www.mas.la/affordable-adus>
- Work with local banks, Community Development Financing Institutions (CDFIs) or other organizations to provide financing assistance
 - For example, loans for predevelopment and land acquisition
- Request funding from private foundations and corporations
 - CalEndowment (has provided funding to Vallejo before)
 - Strengthen long-term funding relationships with corporations, similar to Chevron's support of Richmond

Appendix 1 Exhibit 1.2 – Vallejo Housing Strategy Stakeholder Recommendations– January to March 2020

Integrate housing and transportation planning

- Focus on increasing affordable housing in transit-accessible locations
- Expand transit networks and service
- Expand bike lanes

Develop and maintain citywide data on housing

- Research and document the number of vacant buildings/homes
 - Walk the community and prepare inventory of boarded up homes
 - Determine who owns these buildings and why they are vacant
- Evaluate and report on Vallejo's unmet housing needs
- Maintain a list and map of housing developments that are planned and underway in Vallejo
- Maintain a list and map of publicly owned sites that are suitable for housing
- Research successful housing programs being undertaken by other cities and organizations
 - Santa Rosa Catholic Charities

Goals:**1. Housing Policy shall reflect Housing as a Human Right****a. All housing policy decisions shall be made from a Housing as a Human Right Lens such that;**

- i. Policy shall serve to create, protect, and preserve access to adequate housing as a basic need and fundamental human right.
- ii. Housing Policy shall support the diverse needs of our community and shall not continue to create or perpetuate historic distributional disparities of environmental and economic harm or racial and economic segregation.
- iii. Policy shall first and foremost meet basic human needs, social, environmental and public health functions before aesthetic, recreational, tax revenue and commercial factors are considered.

b. <https://www.un.org/ruleoflaw/files/FactSheet21en.pdf>

<https://www.nesri.org/programs/what-is-the-human-right-to-housing>

2. Housing Policy and Programs shall leverage all available tools toward supporting housing as a human right. It should consider housing in the context of a system where all needs can be met if levers of development, zoning, financing, and social services are optimized to serve that goal. It should be adaptive and responsive to changing needs not rigid in maintaining a status-quo that is clearly broken.

3. Should consider needs across whole spectrum - age, income, ability, culture, family size, etc.

Actions:

1. Adopt Bill of Rights for Unhoused Vallejoans:

- a. Develop in accordance with human rights standards. Prioritize the autonomy and dignity of unhoused individuals in the provision of shelter and placement in affordable housing.
- b. Affirm and implement the human right to housing by increasing the availability of affordable, safe, high quality housing.
- c. Repeal or stop enforcing counterproductive municipal ordinances and state laws that criminalize homelessness.

2. Establish Safe Campsites and Parking Sites to constructively coordinate encampments with public health services to support viable temporary solutions.

- a. In general, tent cities are a result of the absence of other reasonable options — and from violation of the right to adequate housing. As such, they should never substitute for permanent housing or community investment in satisfactory long-term solutions. However, where there are insufficient alternative housing facilities, municipalities should work together with tent city residents in a manner

that prioritizes the autonomy and dignity of unhoused individuals and allows them to have a voice in the process. Rather than viewing tent cities as a threat to public safety, communities should view self-organization by homeless persons as an opportunity to provide services and to address the root causes of homelessness and guarantee the human rights of all their residents.

3. Adopt the Housing First model

- a. Housing First recognizes that homelessness is a problem with a solution, and that the solution is housing. For everyone. Whether you follow the rules or not. Whether you are “compliant” with treatment or not. Whether you have a criminal record or not. Whether you have been on the streets for one day or ten years. Permanent housing is what ends homelessness. It is the platform from which people can continue to grow and thrive in their communities.
- b. Support innovative entrepreneurial education and employment programs for persons experiencing homelessness.
- c. Recognize and provide treatment for the psychological causes of homelessness, including the “trauma histories” that often result in diagnosable mental illnesses.

4. Partner with School District to house unhoused youth and families at active or surplus school or city property 172 unhoused youth in district.

- i. Example: <https://www.sfchronicle.com/education/article/Bold-idea-homeless-shelter-at-San-Francisco-12823368.php>

5. Develop Policy that supports a wider and more diverse housing spectrum than the segregated sprawl of the last century. Redesign Zoning, Building Standards, and Programs to dismantle racial and socio-economic segregation, to support rapid deployment of low cost housing options, and to adapt to changing social needs inclusive of:

a. Upzoning and Eliminating Restriction of Single Family Zoning

- i. Background: The practice of outlawing the construction of duplexes, triplexes, and other multi-family units, single-family zoning artificially drove up prices by government fiat. Nationally, single-family zoning often popped up in communities shortly after racial zoning was declared illegal as an indirect means of keeping black people out of neighborhoods. Single-family zoning restrictions remains a ‘legal’ option to maintain economic and racial segregation. Single-family zoning restrictions limits density resulting in greater sprawl thereby puts more cars on the road for longer commutes, resulting in more greenhouse gases.
- ii. Eliminating single family zoning restrictions would make the city more affordable, by expanding the supply of housing; it would make the city fairer, by reducing racial and economic segregation; and it would combat

climate change, by reducing sprawl, commutes and making housing more environmentally friendly.

iii. Example Policy Minneapolis

<https://tcf.org/content/report/minneapolis-ended-single-family-zoning/?agreed=1>

California SB 50.

b. Replace density controls with form-based controls

1. Form based codes are an alternative to conventional zoning codes used to regulate development. Form-based codes are a design-focused approach in which land uses are designated based on physical building form and use rather than the separation of uses. By placing primary emphasis on the form and then on the use, form-based codes create increased development predictability and allow better integration of a community vision. Form-based codes can also function as a strategy for a streamlined permitting process based on the adherence to the codes.
2. Development intensity could be regulated by building envelope and form instead of by the maximum number of units.
3. Character of neighborhoods can be maintained with neighborhood specific architectural features, height and lot coverage details as well as retrofit requirements that specify the percentage of expansion or alternation of exterior of street facing facades.
4. Examples: City of Benicia, Downtown Mixed Use Master Plan
City of Richmond, Richmond Livable Corridors Form Based Code

c. Inclusionary Zoning, Density Bonuses, Height Variances, and Reduced fees or permit waivers for affordable housing development.

i. Inclusionary Zoning:

1. An inclusionary housing policy enables jurisdictions to require or encourage developers to set aside a certain percentage of housing units in new or rehabilitated projects for low- and moderate-income residents.
2. Inclusionary housing policies ensure that every community provides a range of housing choices and creates new affordable homes without needing government subsidies. These policies can

- provide developers with options to build the affordable units on-site, offsite or to pay in-lieu fees into a local housing trust fund.
- ii. **Provides Incentive for Inclusion of Affordable Housing through providing Density Bonus and Height Variances**
 - 1. Increasing the unit count by providing density bonuses by loosening zoning restriction of density or building height can help projects to pencil out.
 - iii. **Reduce Fees or provide Waivers:**
 - 1. Housing and commercial development is typically subject to two types of fees: permit processing fees and zoning and development impact fees. This can include fees to fund parks, emergency services, schools, or affordable housing. In order to incentivize the production of affordable housing and to increase the feasibility of including affordable units in a development, cities may waive the impact fees and permit fees on developments in exchange for providing affordable housing units.
 - 2. Cities can review how their fees are structured to limit the extent to which fees discourage housing development. One example could be shifting from a flat, per-unit fee structure to a structure that is more responsive to the impact of the development on public services
 - 3. Example: San Mateo County, Housing Element Policy 37, Minimize Permit Processing Fees
- d. **Expand Zoning to include Tiny Houses on Wheels as temporary and/or long term housing options**
- 1. **Allow Tiny Houses on Wheels to count as Secondary Dwelling Units**
 - a. Tiny houses on wheels (THOWs) are often legally considered recreational vehicles (RVs). The city can define tiny homes on wheels as ADUs instead of RVs.
 - b. Tiny houses on wheels (THOWs) can be constructed with maintaining the character of the neighbor through architectural features, site location defined, etc.
 - c. They can be constructed and connected to utilities for a fraction of the cost of an ADU on a foundation and can be removed.

d. Example Fresno:

<https://www.fresno.gov/darm/wp-content/uploads/sites/10/2018/01/Tiny-Homes-submittal-requirements.pdf>

e. **Expand Zoning to include pathways for Tiny houses to be considered primary residences:**

- i. Eliminate or reduce the minimum size requirements (often approximately 1000 square feet) for single-family homes to allow construction of tiny houses as legally inhabited in a residential zone.
- ii. Explicitly zone areas for tiny houses or tiny house communities
- iii. Support social impact projects like tiny home communities to provide low-income or transitional housing
- iv. The city can most successfully regulate tiny houses, by clearly delineating the permitting process and providing supporting materials specific to tiny houses.
- v. Vacant lots could provide short to medium term housing options if pathways for tiny houses on wheels (THOW) are established. THOW can be constructed and connected to utilities for a fraction of the cost of a house on a foundation and can be removed when future development is desired. A land lease model could be created for surplus public, non-profit, and private vacant land.
- vi. Additional Resources:
<https://www.rateitgreen.com/green-building-articles/tiny-houses-understanding-zoning-obstacles/118>

f. **Support Development of a Community Land Trust**

- i. A community land trust (CLT) is a non-profit public benefit corporation that acquires and holds land for the benefit of local communities, as a way to ensure permanent affordability of homes and community facilities. By removing the land from the for-profit market, the CLT insulates its housing from the routine economic crises in that market, preserves affordability, and ensures ongoing access to stable housing for low-income communities.
- ii. City governments are vital to supporting and expanding the CLT model; by adopting the following recommendations, cities can more quickly bring the model to scale.
- iii. The City should enact a first-right-of-refusal policy, such as a Tenant Opportunity to Purchase Act, to create opportunities for tenants to purchase their buildings to convert into CLTs.

- iv. Vallejo should also create a fund to channel money to CLT projects in neighborhoods experiencing displacement, such as a Small Sites Program.
 - v. The City and other jurisdictions should support the scaling of CLTs in the Bay Area through the transfer of public land to CLTs, at low or no cost.
- g. Expand Options to Develop Single Room Occupancy Units, Efficiency Units, and Dormitory Style Living**
- i. SROs composed of a single room for residents, they are distinguished from studio or efficiency units in that they typically do not include a private bathroom or kitchen in the room. Residential hotels do not typically require a security deposit, credit references, proof of income, or long-term lease agreement. For these reasons, residential hotels have provided housing for vulnerable populations with unstable finances or little access to credit and, in many cases, have been the housing of last resort.
- h. Facilitate Home Sharing Programs:**
- i. Home Sharing is a living arrangement that partners those who have space in their home with those who need an affordable place to live, turning existing housing stock into a new affordable housing opportunity. While the average rent for a one-bedroom apartment in San Mateo County is \$2136, the rents in home sharing range between \$600 and \$800. As a result, home sharing is one of the few affordable housing options available within existing housing stock.
 - ii. In addition to providing a critical source of housing, home sharing helps alleviate the pressures often associated with housing expenses, and in turn, both parties are able to reap benefits. Homeowners can save money, reduce financial worry, share utility costs, and enjoy increased independence and an added sense of security.
 - iii. An example of the implementation of this strategy is HIP Housing in San Mateo County. Established in 1972, it is a long-standing program with many best practices. The program provides criminal background checking, income verification, mediation, living together agreements and long-term case management to ensure the best matches possible. Preschool teachers, law clerks, students, construction workers, medical assistants, bank tellers, home health aides, seniors, and single parents use the program as well as many others. The average home sharing match is three years.

3. Develop Innovative Funding Models that move beyond the under resourced federal and regional funding structures:

a. Financing Models for ADUs

- i. Expand City Housing Opportunities and revenue generation through an ADU Revolving Loan Fund. Create an ADU loan program in conjunction with a local Credit Union or through a city sponsored revolving loan fund. Revolving loan funds are pools of capital that regenerate themselves through the payback of previously issued loans.
 1. The city could generate interest on the money loaned while the land owner receives portion of rent for the ADU until the loan is paid.
 2. Additionally offering loans in exchange for a covenant requiring units to be rented to low-income tenants for a specific period would incentives affordable housing.
 3. To further reduce cost explore partnering with local Habitat for Humanity or similar to provide volunteer labor for non-technical finish work.
 4. Partner with local Modular Builder Factory OS or others to develop pre-approved plans to streamline the permitting process and reduce the soft cost of building
- ii. Develop financing tools through the County or community development financing institutions (CDFIs) that are accessible to lower income borrowers, such as a community land trust, shared equity mortgage program, or bridge loan funds. New financing tools should be tailored towards different household types and allow them to utilize a diverse set of assets such as home equity, potential rental income, or other personal resources, in order to qualify.
- iii. Explore the use of both public money and private investment to create new ADU financing tools. For example, ADU construction for or by low- to moderate-income residents could be added as an eligible use for public assistance under broader existing affordable housing construction and preservation programs such as a Affordable Housing Fund. There is also an opportunity to work with mission-minded investors or to give banks an avenue to fulfill their Community Reinvestment Act (CRA) requirement through ADU financing.
- iv. Example Programs: <https://www.mas.la/affordable-adus>
<https://www.mas.la/la-county>

b. Adopt Inclusionary In-Lieu Impact Fees or Land Allocation

- i. **In-Lieu Land Allocation**
 1. Through an allocation of undeveloped land within the project to be developed by the city or non-profit land trust or other organization for affordable housing.
 2. This removes the upfront development burden from the developer while allocating land for affordable development.
- ii. **Impact Fees:** A per square foot or per unit development fee levied on market rate residential development that is used to develop or preserve affordable housing. To help fund housing affordability, many cities have turned to the use of development impact fees levied on new, market-rate housing development. Known as “Housing Impact Fees” these fees are based on an assessment of the extent to which the development of new market-rate housing generates additional demand for affordable housing. This requires a nexus study to assess the extent to which new market-rate development attracts higher income households who will spend more on retail and services. That increased spending creates new jobs, attracting workers to live in the city, some of whom will be lower income and require affordable housing. A financial feasibility study is also recommended to ensure that any Housing Impact Fee does not render development infeasible.
- iii. **In-Lieu Fees:**
 1. Work with developers to adopt a financially feasible affordable housing impact fee on new private market-rate residential developments that requires either fees on per unit or sqft basis. Fees are charged to market rate developers “in-lieu” of the construction of income-restricted ownership or rental units in new developments. In-lieu fees are typically paid into a housing trust fund and used, often in conjunction with other local funding sources, to finance affordable housing developments off site.
 2. Many jurisdictions offer developers a suite of alternatives to fulfill their affordable housing requirements. One of the most common alternatives in the Bay Area is to pay a fee in-lieu of on-site affordable housing units. In-lieu fees are typically paid into a housing trust fund and used, often in conjunction with other local funding sources, to finance affordable housing developments off site.
 3. There are several common approaches to determine how to set a fee level. A key factor that shapes the decision about which formula to use is whether a jurisdiction wants to encourage on-site

housing performance or collect the revenue to leverage other sources of funding to build affordable units off site. The city then sets a single fee that applies to all projects citywide for a year or some other defined period of time.

c. Adopt Linkage or Commercial Impact Fees:

- i. To help fund housing affordability, many cities have turned to the use of Commercial Development Impact Fees that can be levied on new commercial spaces (e.g. hotel, retail, office, etc.). While new commercial development creates jobs, a portion of those jobs are low-paying and employees cannot afford market-rate housing. With commercial impact fees – also known as job-housing linkage fees – developers are expected to ameliorate some of the housing impacts generated by commercial projects..

1. Example: Denver City Council passed a mandatory citywide linkage fee ranging from 40 cents to \$1.70 per square foot, depending on the type of development. Combined with a modest property tax increase, the fee is expected to generate \$150 million over the next decade for the city's first dedicated affordable housing fund. Linkage fees have been implemented in San Francisco, Oakland, San Diego, Seattle, Boston and Santa Fe.

d. Consider Document Recording Fees & Real Estate Transfer Taxes

- i. These taxes or fees can be assessed whenever a property is bought or sold in a city, typically in the form of either a flat fee or a percentage of the assessed value (or both).
 1. For example, the District of Columbia dedicates 15 percent of the proceeds from both its recordation fee and transfer tax to the city's Housing Production Trust Fund. In addition to this dedicated revenue source, in recent years the city has guaranteed that at least \$100 million goes into the trust fund each year, with general funds filling the gap as necessary.

- e. **Consider More Traditional Bond Measure:** A local bond is a debt security issued by states or local governments, usually backed by future tax revenues, to raise money for affordable housing development.
 - i. Example: 2015 voters in San Francisco approved a \$310 million housing bond backed by a modest property tax increase. The City of Los Angeles overwhelmingly approved a \$1.2 billion general obligation bond to fund the development of permanent supportive housing for the city's homeless. That same month voters passed similar bond measures in Santa Clara County, Alameda County the City of Oakland in California, as well as the City of Portland in Oregon.
- f. **Consider Dedicated Sales & Property Taxes:** Instead of issuing bonds the city could dedicated a portion of annual tax revenues to affordable housing programs.
 - i. Examples: In Seattle voters have approved five dedicated levies for affordable housing since 1981. Most recently, in August residents voted to double the city's existing \$290 million levy, which amounted to an annual tax increase of roughly \$120 per homeowner. Similarly, in March voters in Los Angeles County approved a quarter-cent sales tax increase to fund homeless services and prevention, which is expected to generate \$3.5 billion over the next decade

4. Optimize Public owned land to create affordable Housing

- a. The City is itself a major property owner within the City—owning parking lots, parking structures, under-used buildings and other underutilized Sites. Next to financing, the availability and cost of land is the most difficult barrier to the construction of more affordable housing.
- b. Develop a Vallejo Public lands policy
 - i. establish principles for the use of public land, balance the opportunity to use this resource to provide affordable housing with other City needs and goals, identify properties suitable for affordable housing and/or mixed-income housing, establish targets, a process and criteria for evaluating such opportunities, and provide for a reasonable percentage of the proceeds from the ongoing sale of public land to support an Affordable Housing Trust Fund (AHTF). In addition, identify strategies for capturing value derived from City action such as rezoning and potentially use that value to generate affordable housing production.

5. Partner with Large Landowners Inclusive of Churches, Health Care and Education Anchors to Optimize Land to Support Housing Goals

- a. Develop Initiatives with partners to transform unused land into mixed use, transitional, supportive, affordable and diverse housing

6. Additional Policy Strategies:

- Housing Accountability Act
- Reduced Parking Requirements
- Homeowner Repair or Rehabilitation
- Streamlined Permitting Process
- By-Right Strategies
- Locally-Funded Homebuyer Assistance Programs
- Surplus Lands Act
- Acquisition Rehabilitation or Conversion
- Tenant-Based Assistance
- General Fund Allocation
- Housing Overlay Zone
- Implementation of SB375
- Graduated Density Bonus
- Mobile homes conversion ordinance
- One-to-one Replacement
- Just Cause Eviction

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City of Vallejo

FEB 20 2020

Housing and Community
Development Division

Housing and Community Development Division • 200 Georgia Street • Vallejo • CA • 94590 • 707.648.4507

CLIENT MESSAGE TO STAFF

Name:

MUSTAFA ABUL-GHANEH

Date: 2/20/2020

Address:

P.O. Box 1632, Vallejo CA. 94590

Telephone:

(707) 647-4906

Email address:

mailcallbox@aol.com

☒ I would like to receive correspondence via e-mail.

Comment/Question:

(1) Housing's Framework for Addressing Needs of Families Classified as Homeless (2) How is the Community Directly Involved? (3) How are Responsibility for Addressing these Needs Divided Between the VPB & Housing? Are there other City Departments/Divisions Assigned Responsibilities for this work? If yes which & what Assignment? (4) Is there a List of Community Members Identified as Contributing to this work? If yes, is the list public? If yes, please email copy along with response this message

If more space needed, please use the back of this form.

Print Name

SANE

Date

2/20/2020

Signature

Social Security Number

VHA STAFF ONLY

Staff's Name: _____ Date & Time: _____

Action Taken: _____

Staff's Name: _____ Date: _____

It is the policy of the Vallejo Housing Authority to provide reasonable accommodation to persons with disabilities, so that they may fully access and utilize the housing program and related services. Requests for reasonable accommodation must be made in writing. The Housing Authority must be allowed reasonable time to evaluate all requests. The hearing impaired may call the California Relay Service at (800) 735-2922 without TTY/TDD or (800) 735-2929 with TTY/TDD. Anne Putney is the Section 504 Coordinator. Please contact Ms. Putney, HCD Manager, at (707) 648-4507 for further information.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

DRAFT– Appendix 2

Vallejo Housing Strategy Presentation

Key Findings From Housing Analysis

Seifel Consulting Inc.
The Concord Group
August 2020



Appendix 2 Outline

Key Findings From Housing Analysis

- Housing and Resident Characteristics
 - Housing
 - Households
 - Residents
- Incomes and Housing Affordability
 - Household Income
 - Renter Housing
 - Owner Housing
- Homelessness and Housing Instability
 - Point in Time Homeless Data
 - Project Roomkey
 - Housing Instability
- Housing Development Trends and Unmet Housing Need
 - Regional Housing Needs Allocation (RHNA) Performance
- Education and Workforce Characteristics
 - Educational attainment
 - Local Employment Profile
 - Comparison With Resident Workforce

Vallejo's Housing and Resident Characteristics

Overview of Key Findings

- Vallejo has 45,000 housing units
 - About 3,000 vacant units (6.5%)
 - About 42,000 households, with 19,000 renters and 23,000 owners
 - Typical household has 3 people
 - Significant amount of older housing
- Vallejo has 121,000 diverse residents
 - 21% are children under 18
 - 50% are 19 to 54 years old
 - 14% are 55 to 64 years old
 - 15% are seniors 65+ years
- Growing number of residents with special needs, including seniors, persons with disabilities and those experiencing homelessness



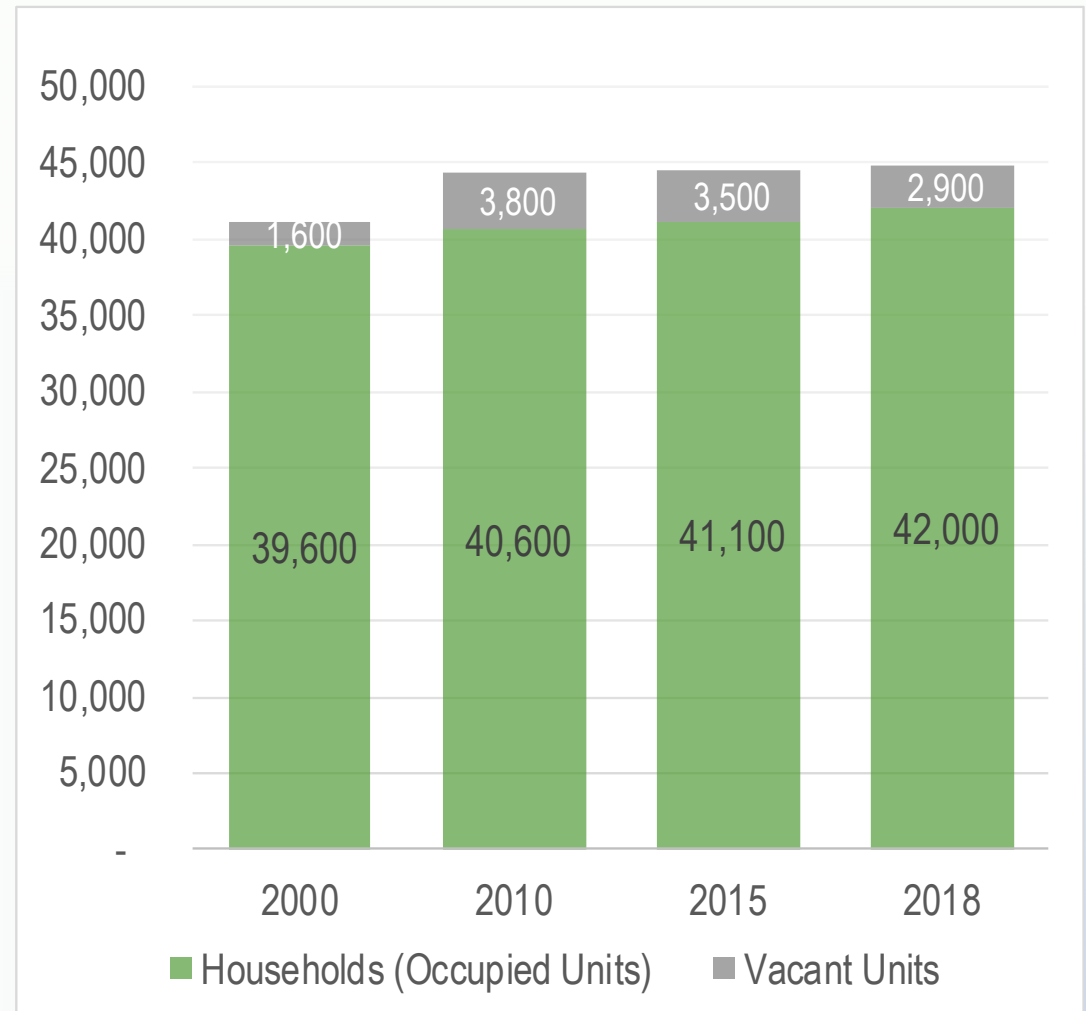
Over the past two decades, Vallejo has had slower housing growth than the region

While Vallejo experienced a strong increase in housing permits from 2000 to 2006, housing growth has slowed since then.

Vallejo currently has about 45,000 housing units that house about 42,000 households.

The City currently has about 3,000 vacant units (6.5% vacancy rate).

Most vacant units are for-rent.



Source: Census and American Community Survey (ACS)

Housing in Vallejo is typically older, partially as result of slow down in housing construction starting in 2006

About 92% of housing in Vallejo was built prior to 2000

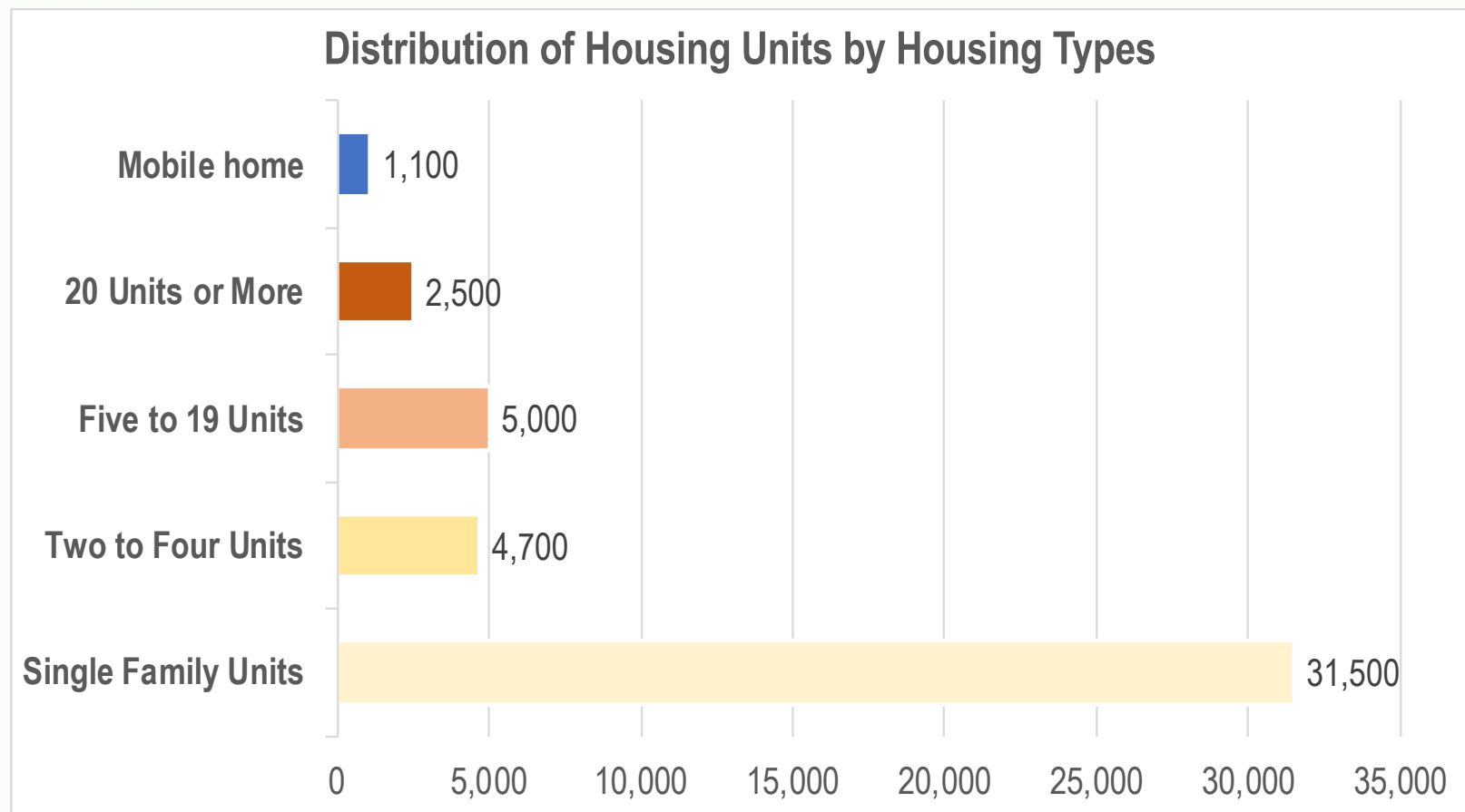
- Vallejo's biggest housing growth was in the 1980s
- Since 2006, new housing production slowed significantly
- No major multifamily apartment developments built since 2006



Vallejo has about 45,000 housing units

Most residents live in single family homes (about 70% of housing units)

- About 22% of units are in small developments with two to 19 units
- About 6% of units are in multifamily developments with 20 units or more
- About 2% are mobile homes



Vallejo Household Characteristics

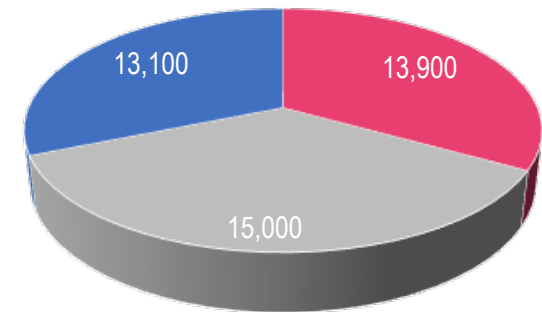
Vallejo has about 42,000 households with three people typically living together.

Senior households have much smaller household sizes and represent about 31% of all households.

Family households with children under 18 have larger household sizes and represent about 1/3 of all households.

About 33% of Vallejo's families live below the poverty level.

Distribution of Household Types



■ Family Households With Children Under 18
■ Other Households
■ Senior Households

Households	42,000
Average Household Size	2.8
Senior Households	13,100
Average Senior Household Size	1.4
Households With Children Under 18	13,900
Family Households Below Poverty	3,100
Average Family Household Size	3.4

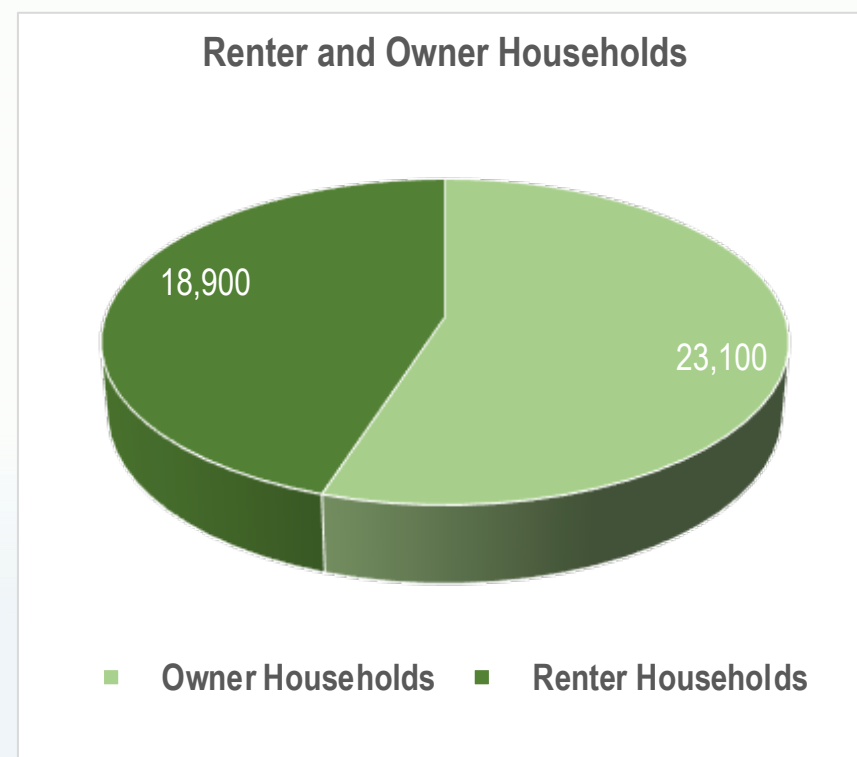
Source: ACS 2018

Vallejo Renter and Owner Characteristics

Vallejo has about 19,000 renter households, which represent about 45% of all households.

Vallejo has about 23,000 owner households, which represent about 55% of all households.

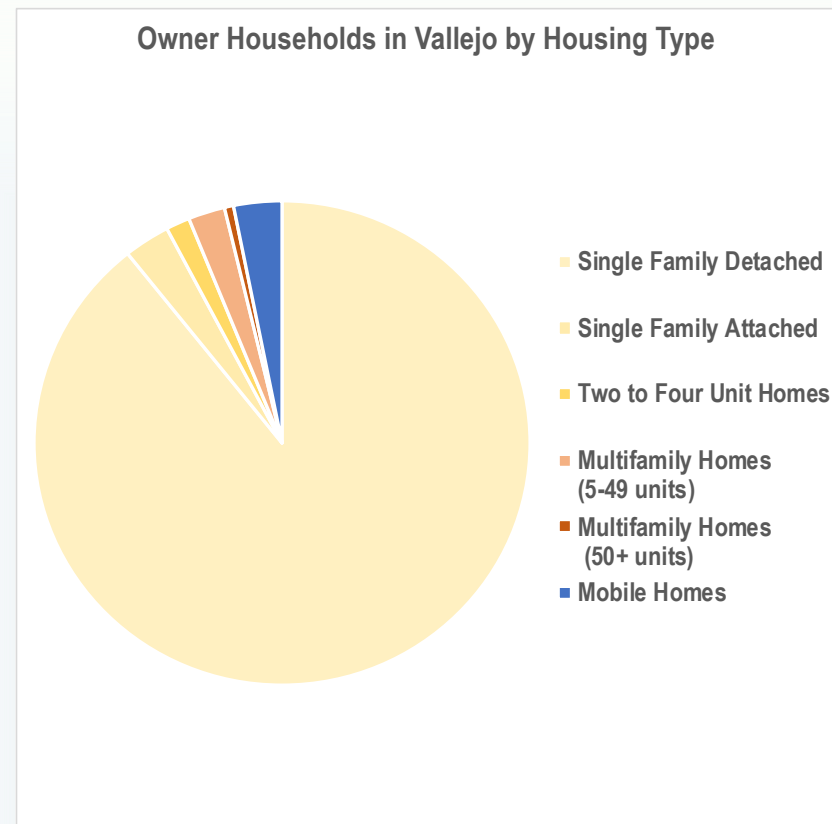
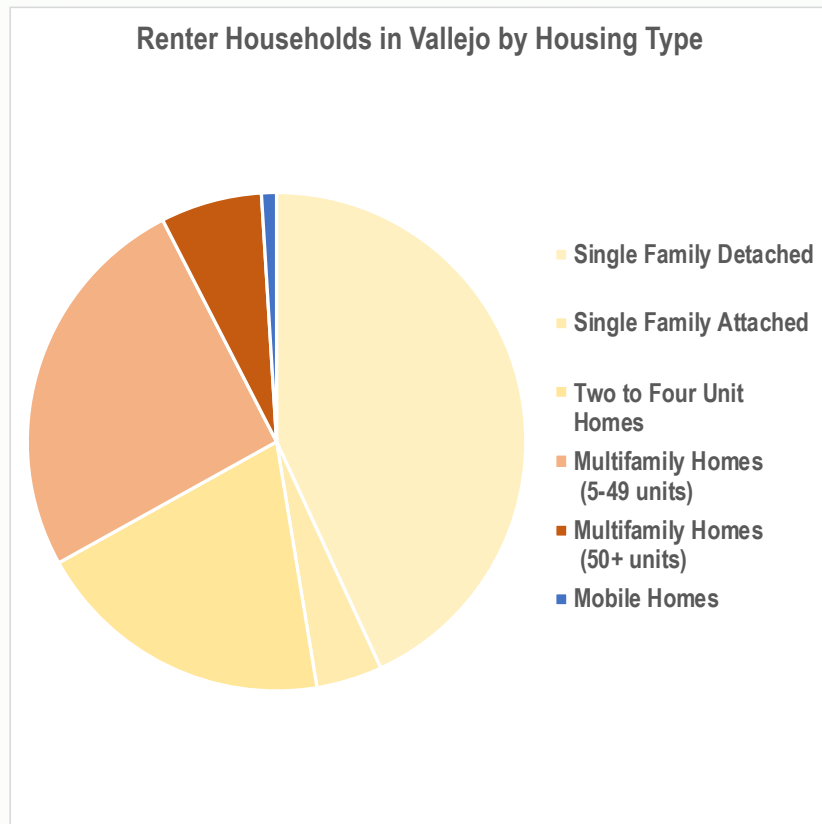
Renter households have slightly smaller household sizes than owner households.



Renter Households	18,900
Percent Renter Households	45%
Average Renter Household Size	2.8
Owner Households	23,100
Percent Owner Households	55%
Average Owner Household Size	2.9

Renters live in a broader mix of housing types while homeowners live in single family housing

Renters occupy a broader mix of housing units although most renters live in single family homes (47%) or small developments of two to four units (20%). Homeowners typically live in single family homes (92%).

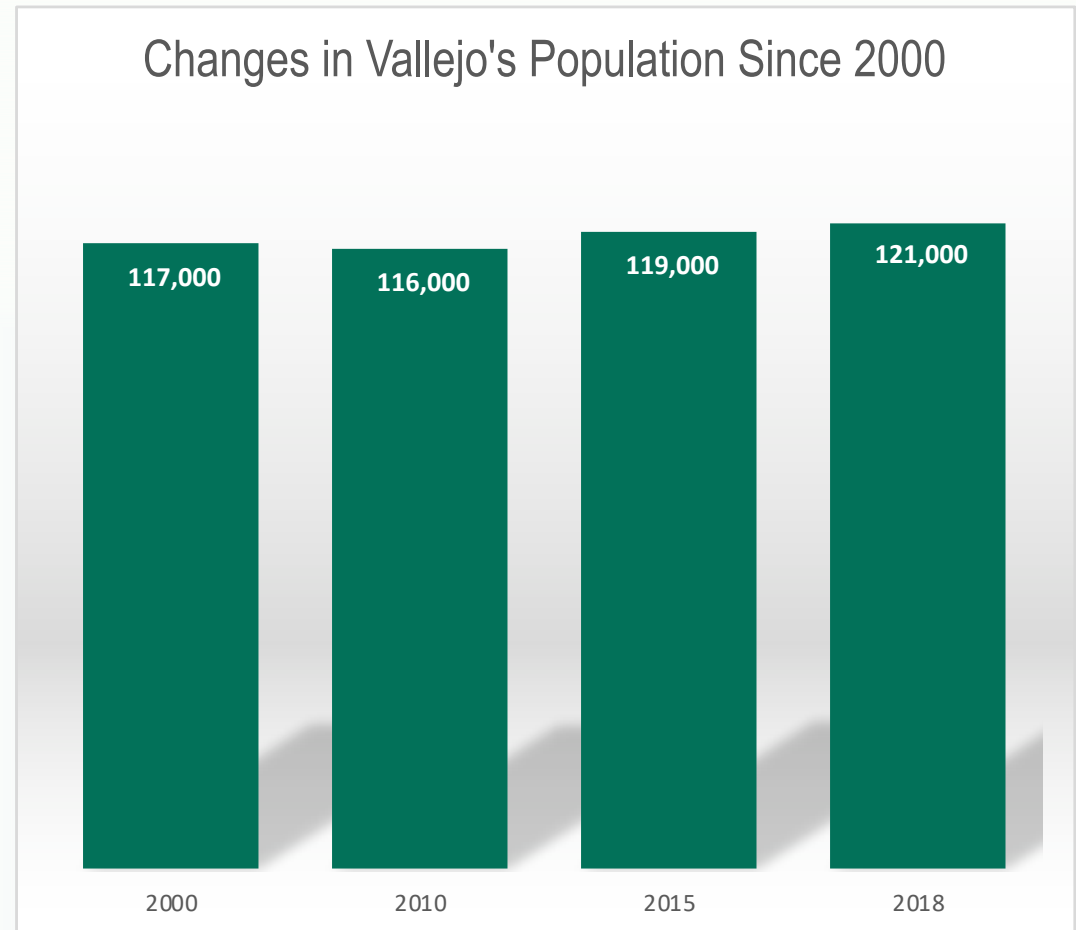


Vallejo's population has grown by about 4,000 residents since 2000

Since 2010, Vallejo's population has grown as new housing units were built and a greater proportion of housing units are now occupied.

Vallejo currently has about 121,000 residents who typically live in three person households.

Vallejo's population has also grown more slowly than the region over the past two decades.



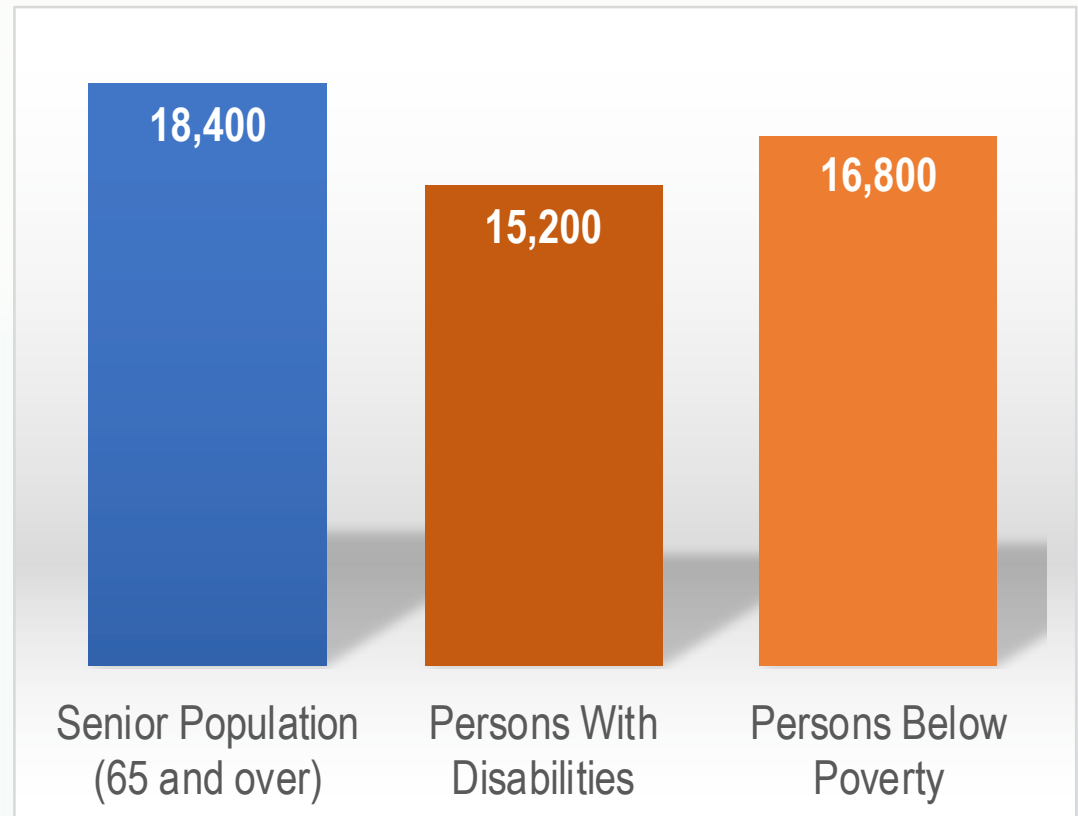
Source: Census and ACS

Vallejo's residents have varying housing needs related to age, disabilities and levels

About 18,400 of Vallejo's residents are seniors who are 65 years and older.

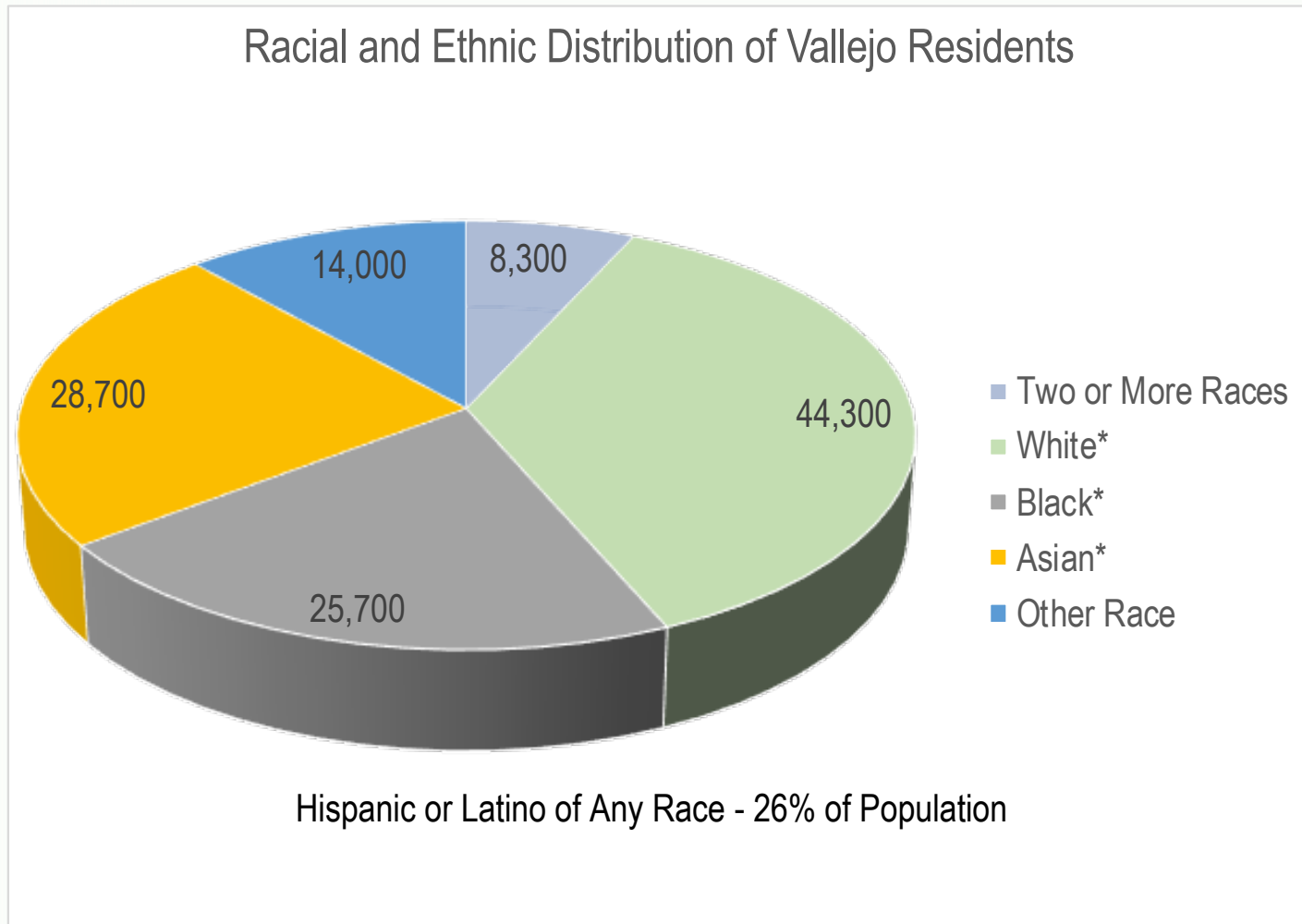
About 15,200 residents have one or more disability, of which 6,600 are seniors (46%).

About 16,800 residents live below the poverty level.



Source: ACS 2018

Vallejo's residents come from diverse racial and ethnic backgrounds



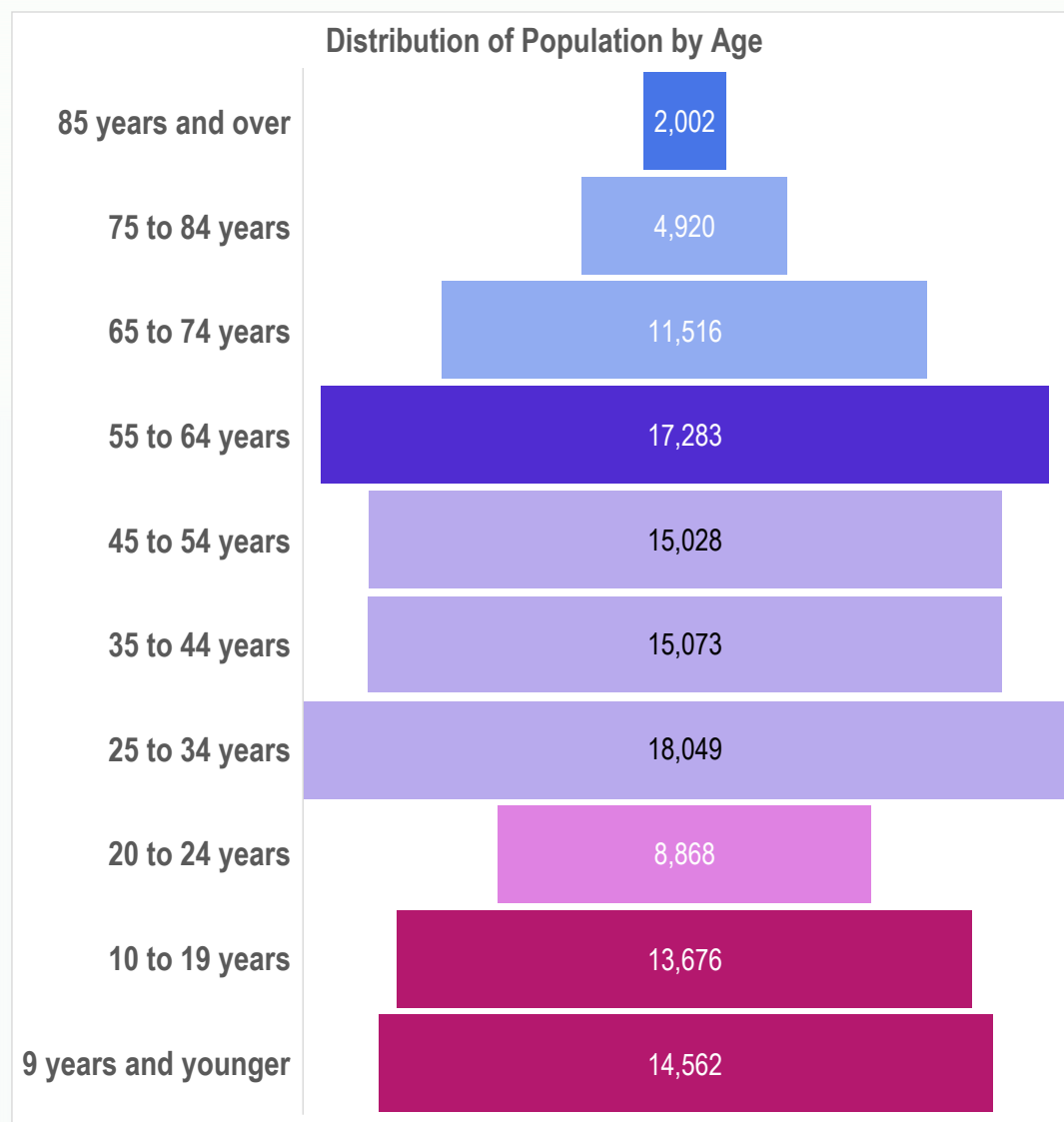
Source: ACS 2018

Vallejo has a diverse mix of age groups

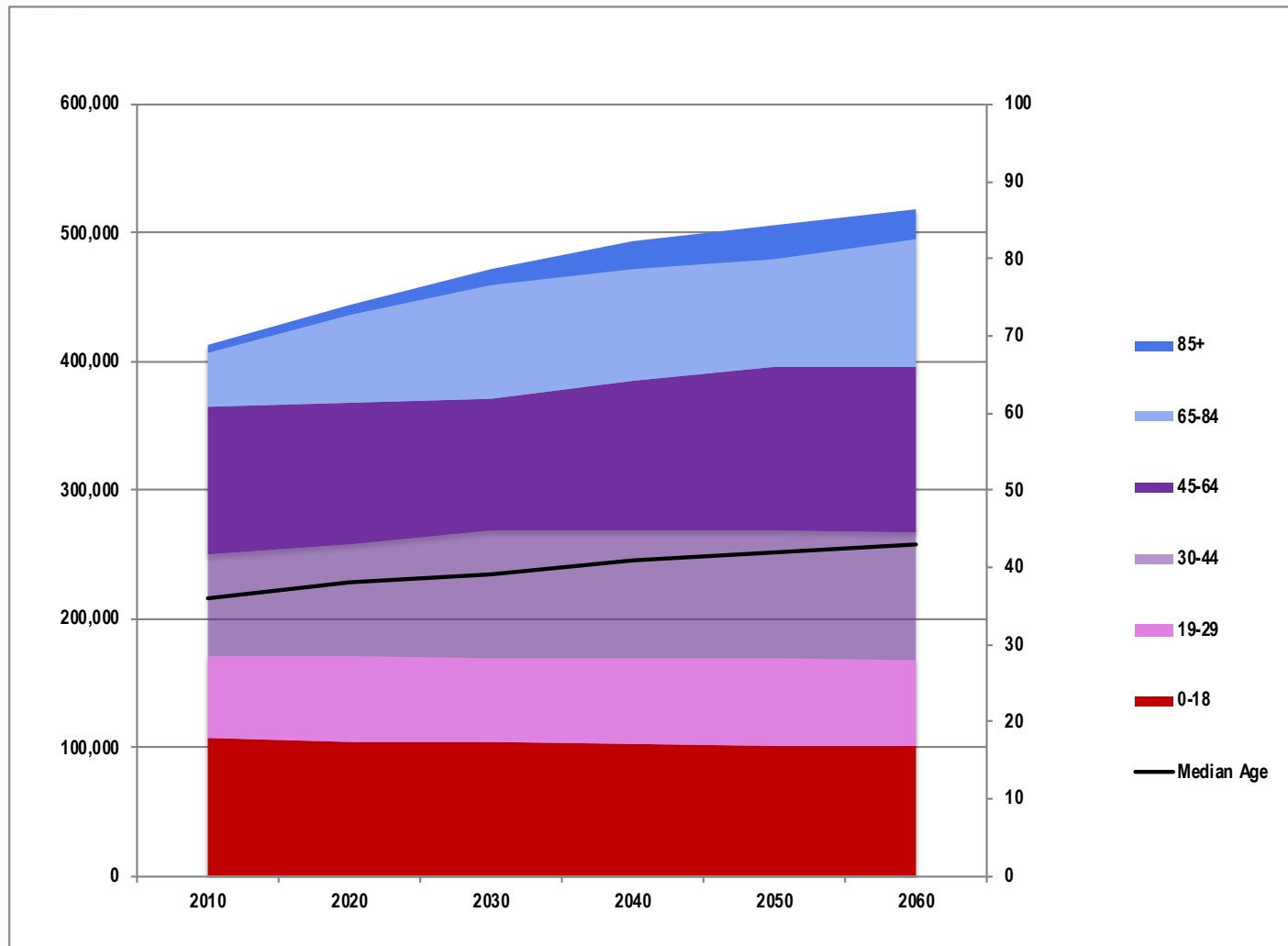
Children under 18 years of age represent about 21% of the City's residents.

Seniors, 65 years and older, represent about 15% of total.

About 14% of adults are aged between 55 to 64 years who could become senior residents of Vallejo in the next decade.



Solano County's and Vallejo's senior population is projected to grow significantly in the future

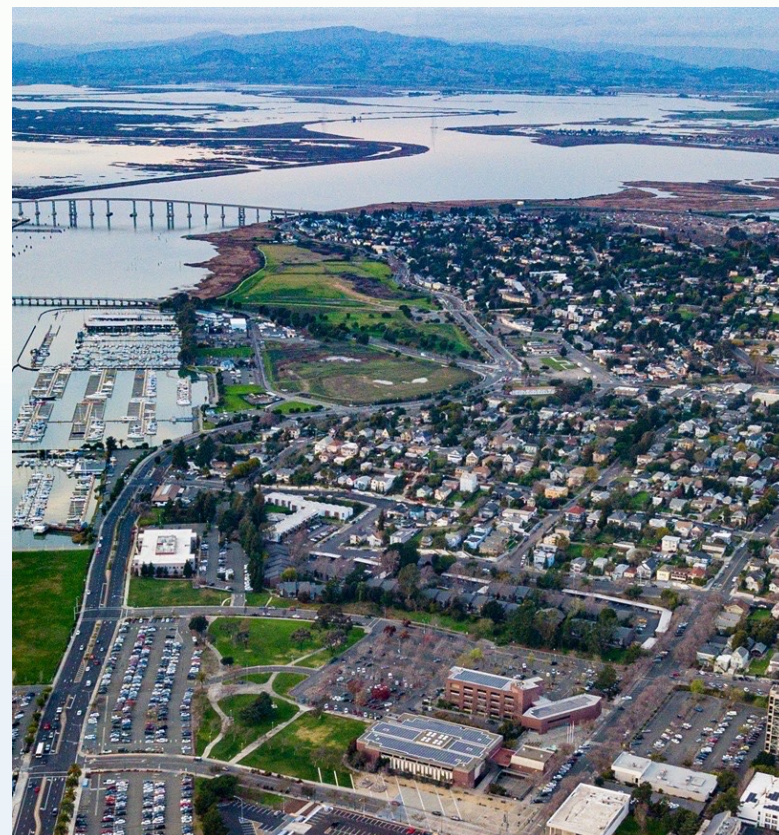


Source: California Department of Finance Projections, Solano County, 2010 to 2060

Household Income and Housing Affordability

Overview of Key Findings

- Vallejo has diverse spectrum of incomes
 - Typical household income of about \$67,000
- Vallejo's households typically have lower median incomes compared to other cities in Solano County and the Bay Area.
- Vallejo's rents and home prices are lower and more affordable than San Francisco and many East Bay communities.
- Despite relative affordability, many lower income residents and lower wage workers cannot afford housing in Vallejo.
 - For example, lower income households cannot afford market rents for a 2 bedroom apartment.



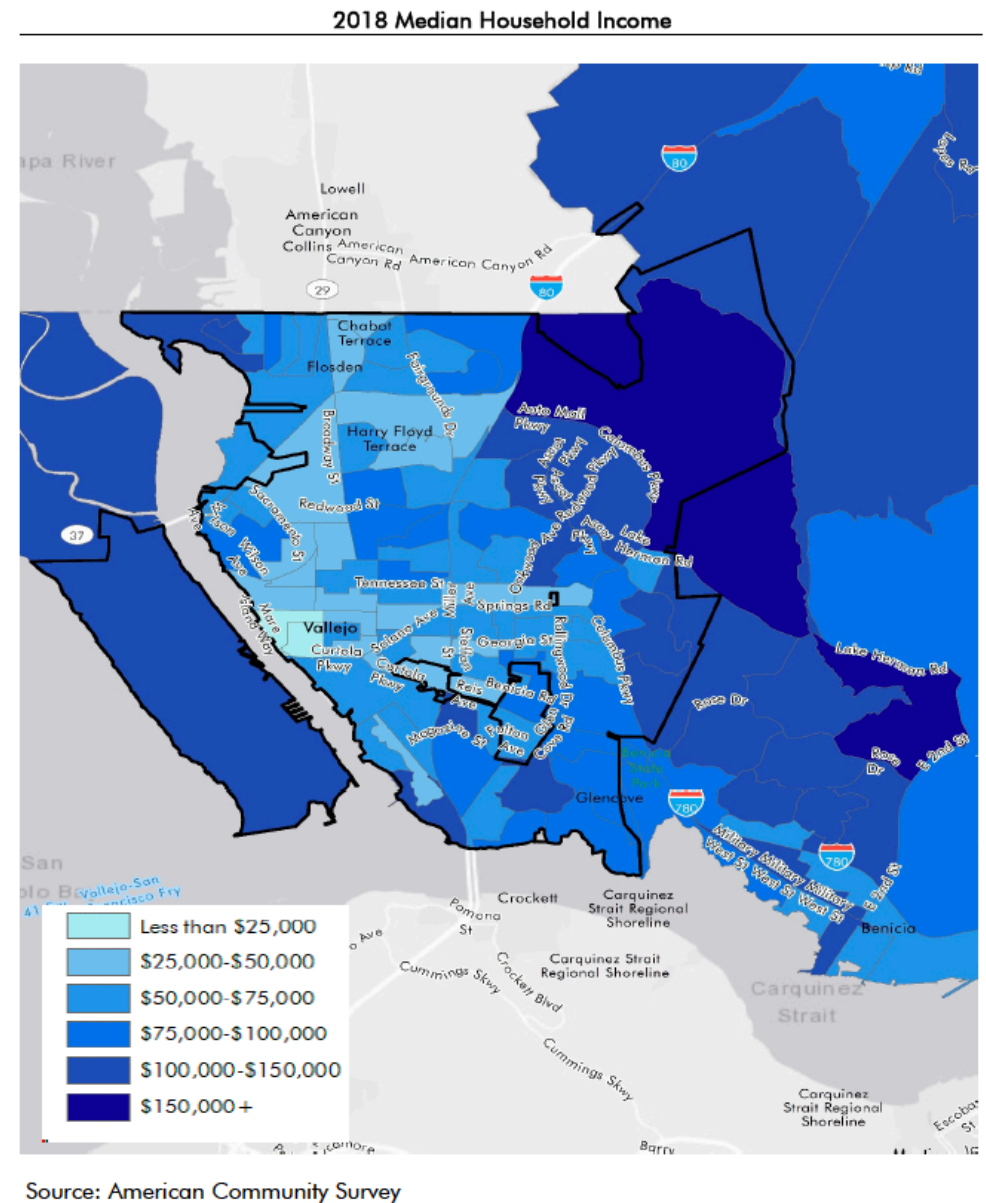
Vallejo households have a broad mix of incomes

The citywide median household income is about \$66,600

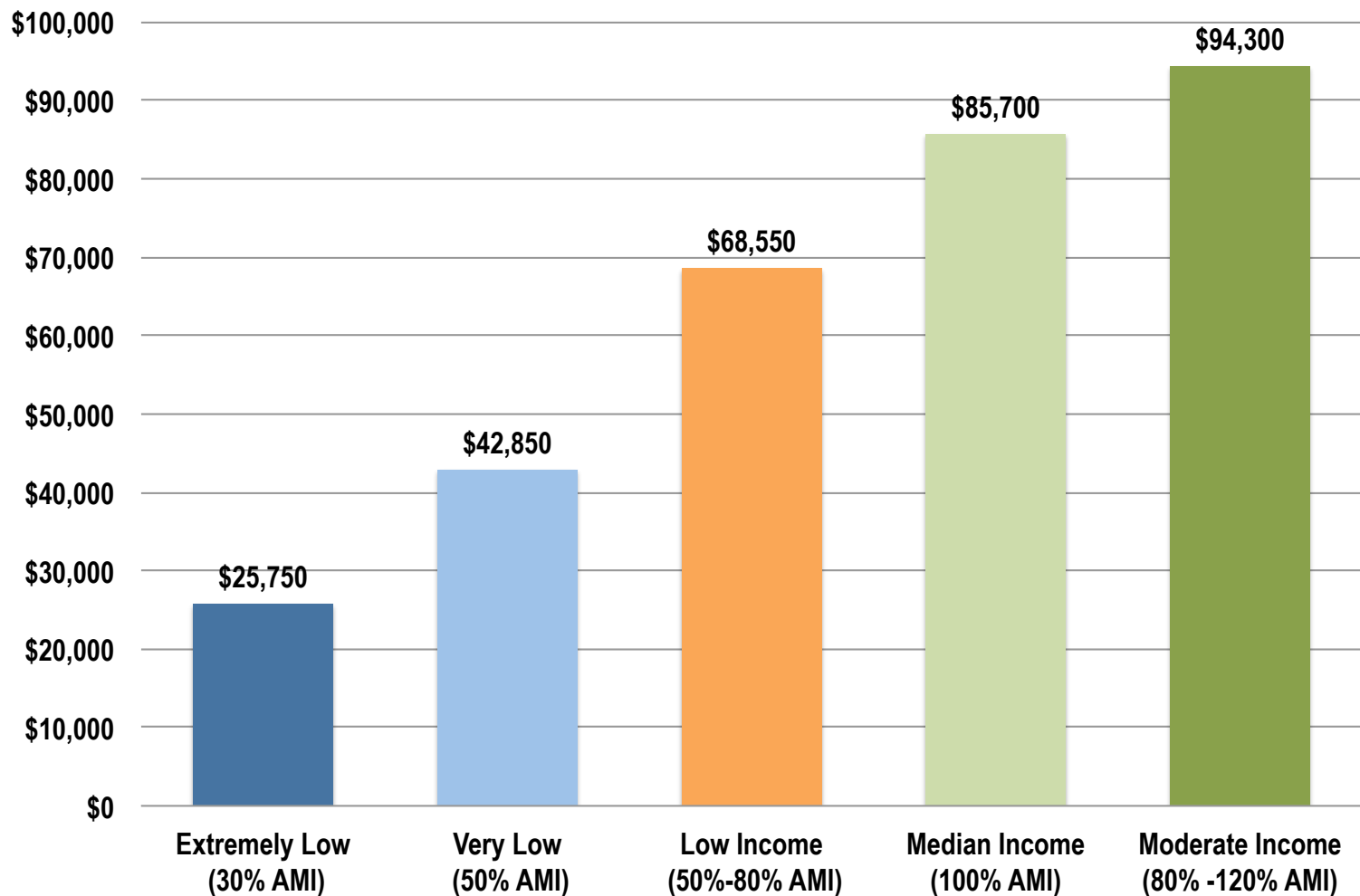
- Vallejo's median income is 86% of countywide median income
- The mean retirement income for seniors is about \$30,000 per year

Different neighborhoods have different income profiles

- Neighborhoods to the west tend to have lower incomes compared to those east of I-80 that typically have a higher proportion of homeowners.

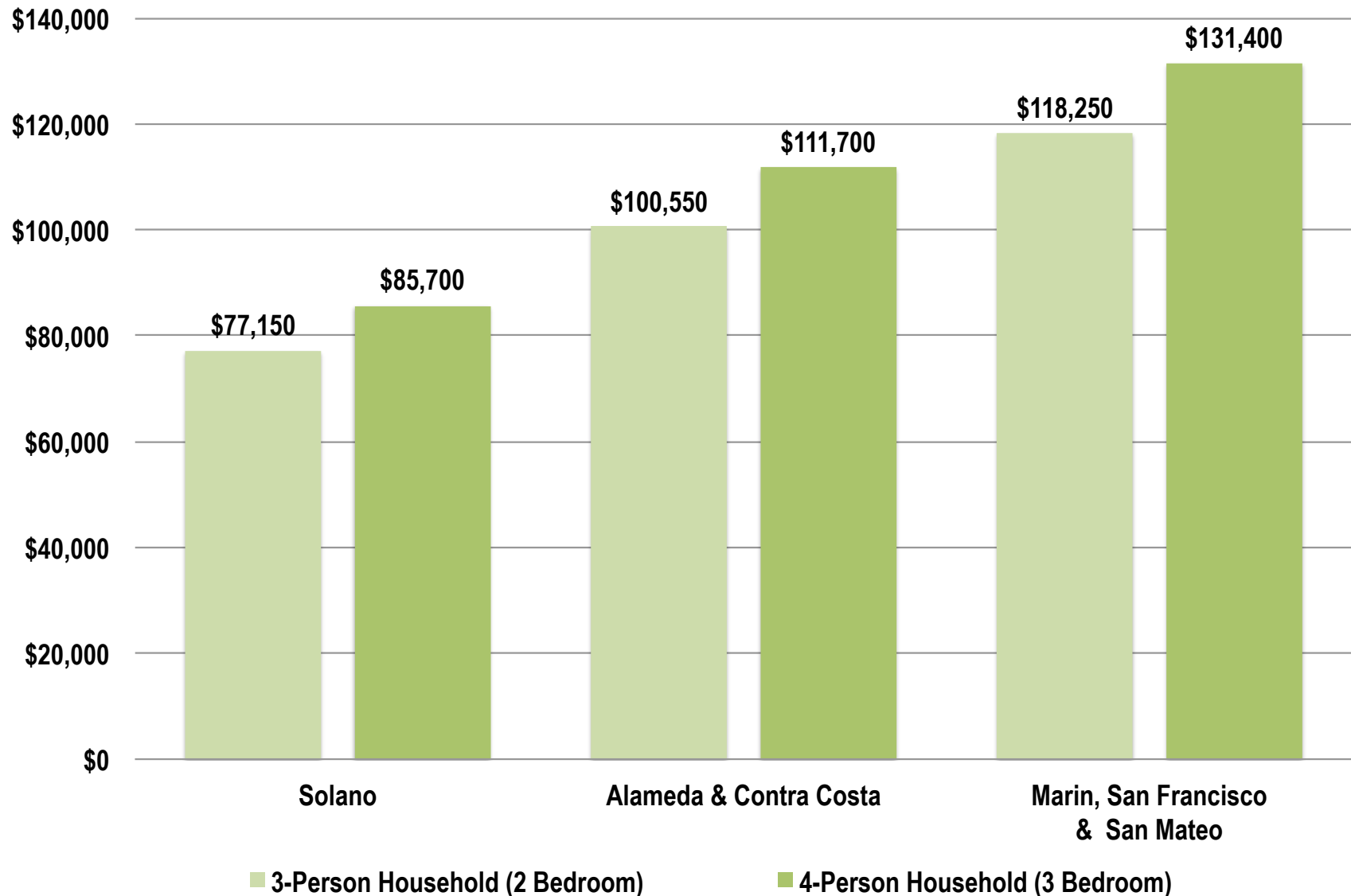


Affordable housing programs use the following household income definitions for Vallejo family households with four people

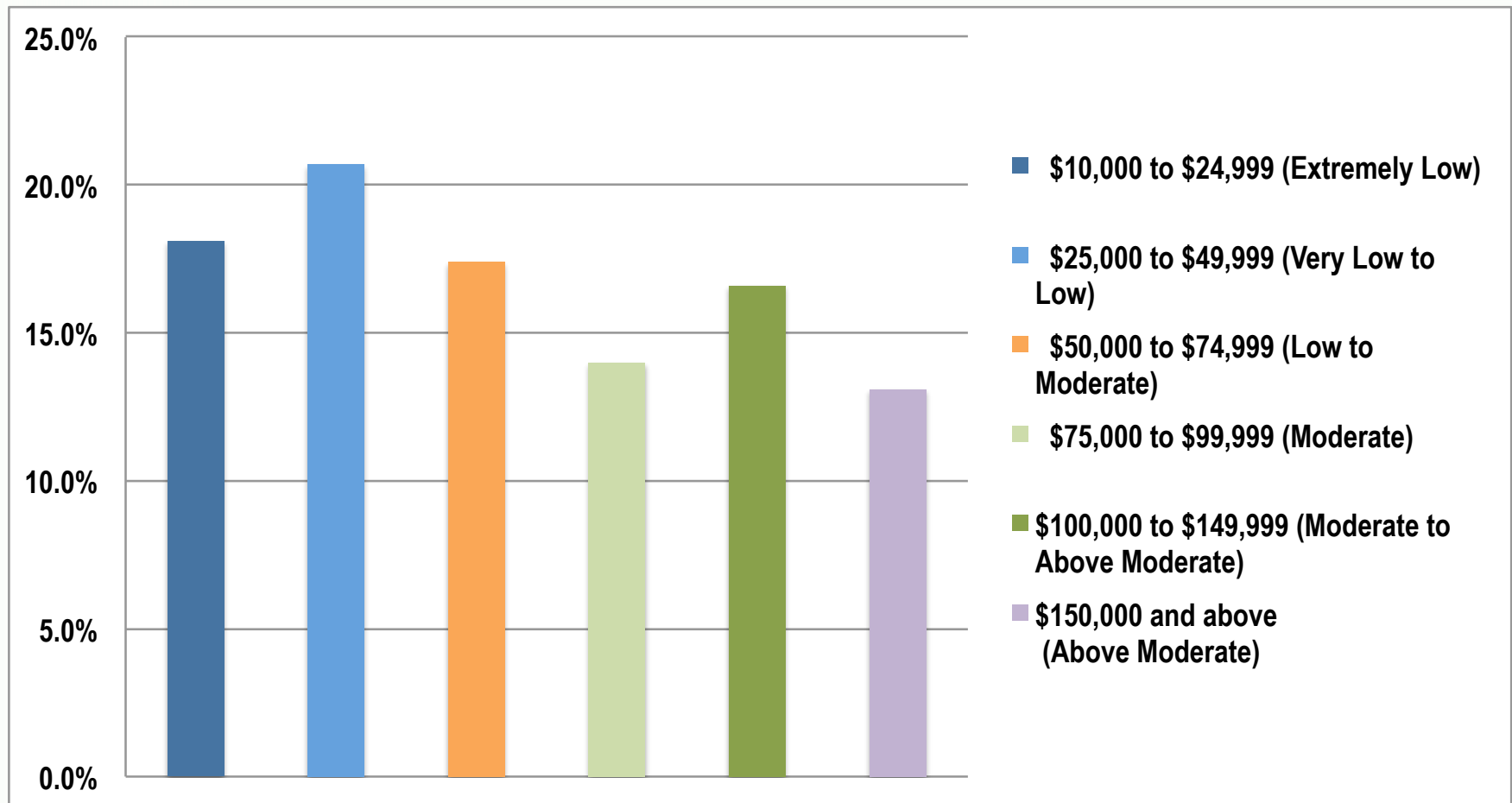


Source: California HCD, 2019 Area Median Income (AMI) Levels for Solano County

Household Incomes in Vallejo and Solano County are typically lower than nearby Bay Area Counties



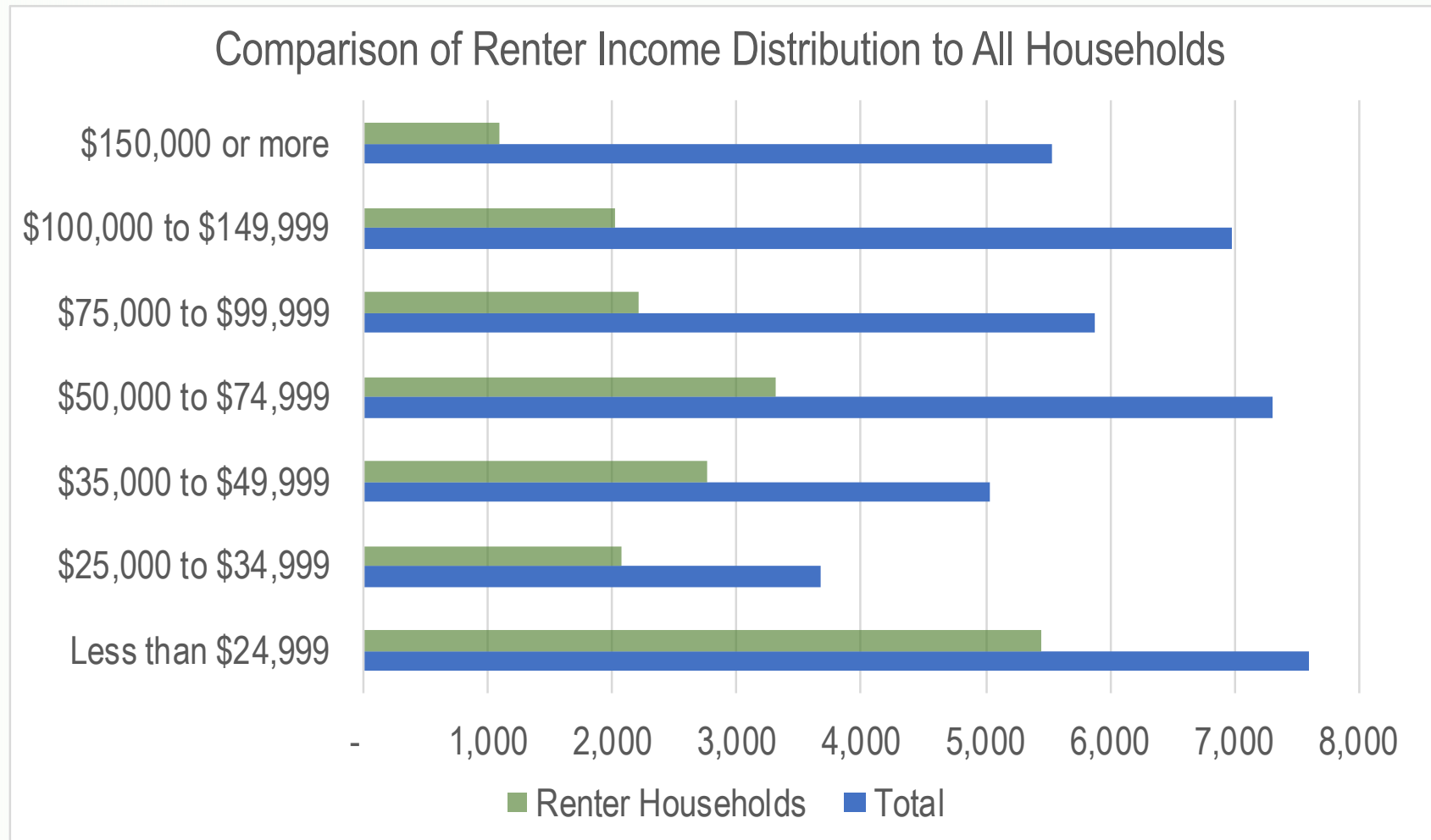
About 56% of Vallejo's households have incomes below \$75,000, which is typically considered to be low to moderate income



A typical household of three persons would need a 2 bedroom unit.

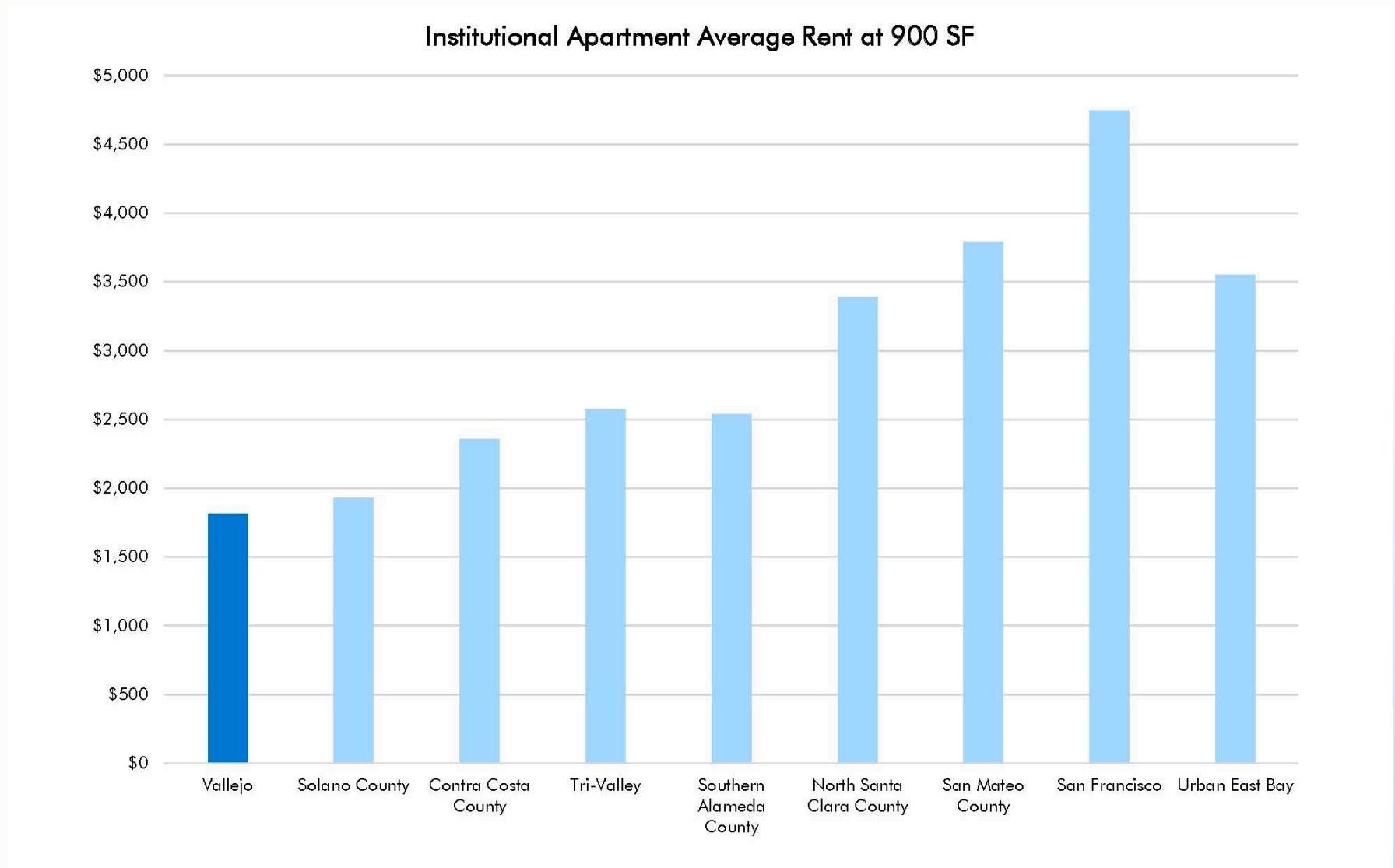
Source: ACS 2018 and Solano County AMI data

Renter households represent a larger share of lower income households than owner households

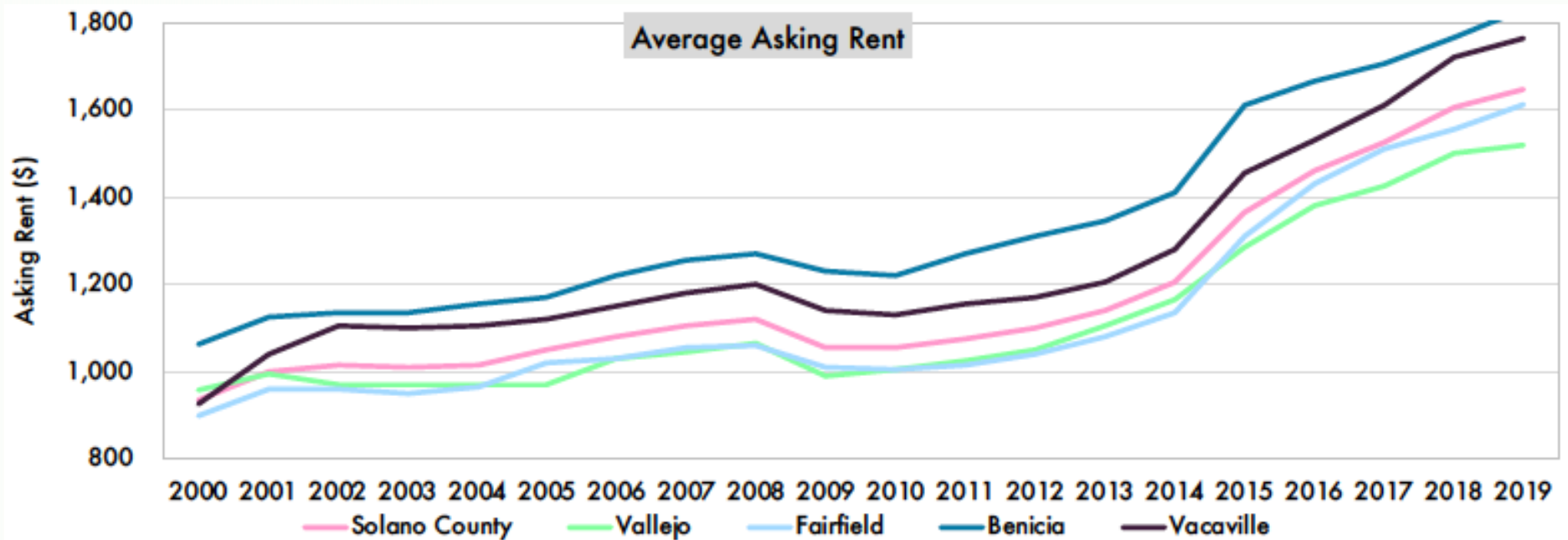


Source: ACS 2018

Vallejo has lower rents compared to other Bay Area communities



Vallejo has experienced slower rent growth compared to other cities in Solano County



Source: Costar

Appendix 2

Source: MTC and ABAG



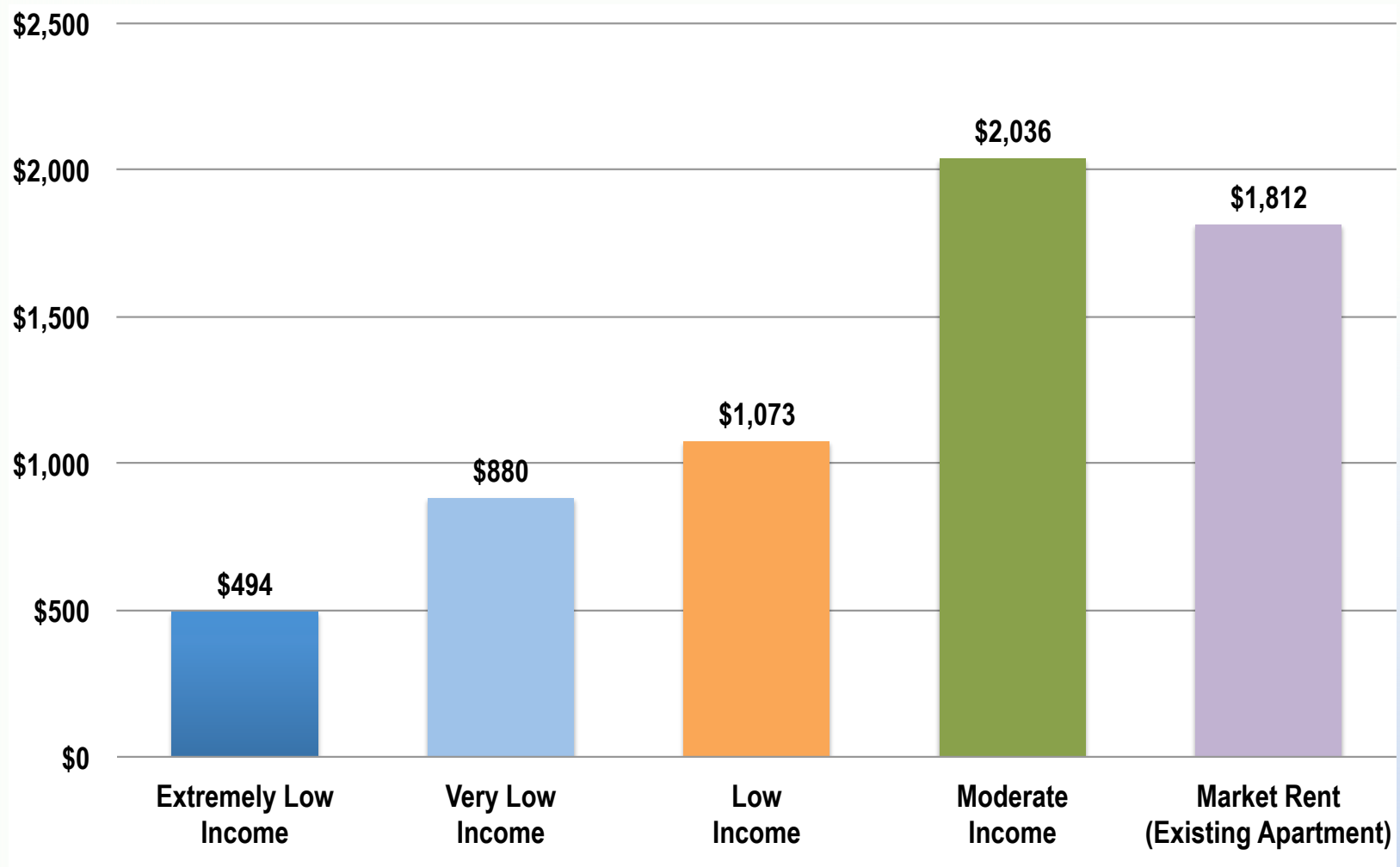
- Decrease greater than 30%
- Decrease 15 to 30%
- Decrease 5 to 15%
- Minimal Change
- Increase 5 to 15%
- Increase 15 to 30%
- Increase greater than 30%
- Sensitive Community Areas

Scale:
Miles
0 3 6 9 12
Kilometers
0 4 8 12 16



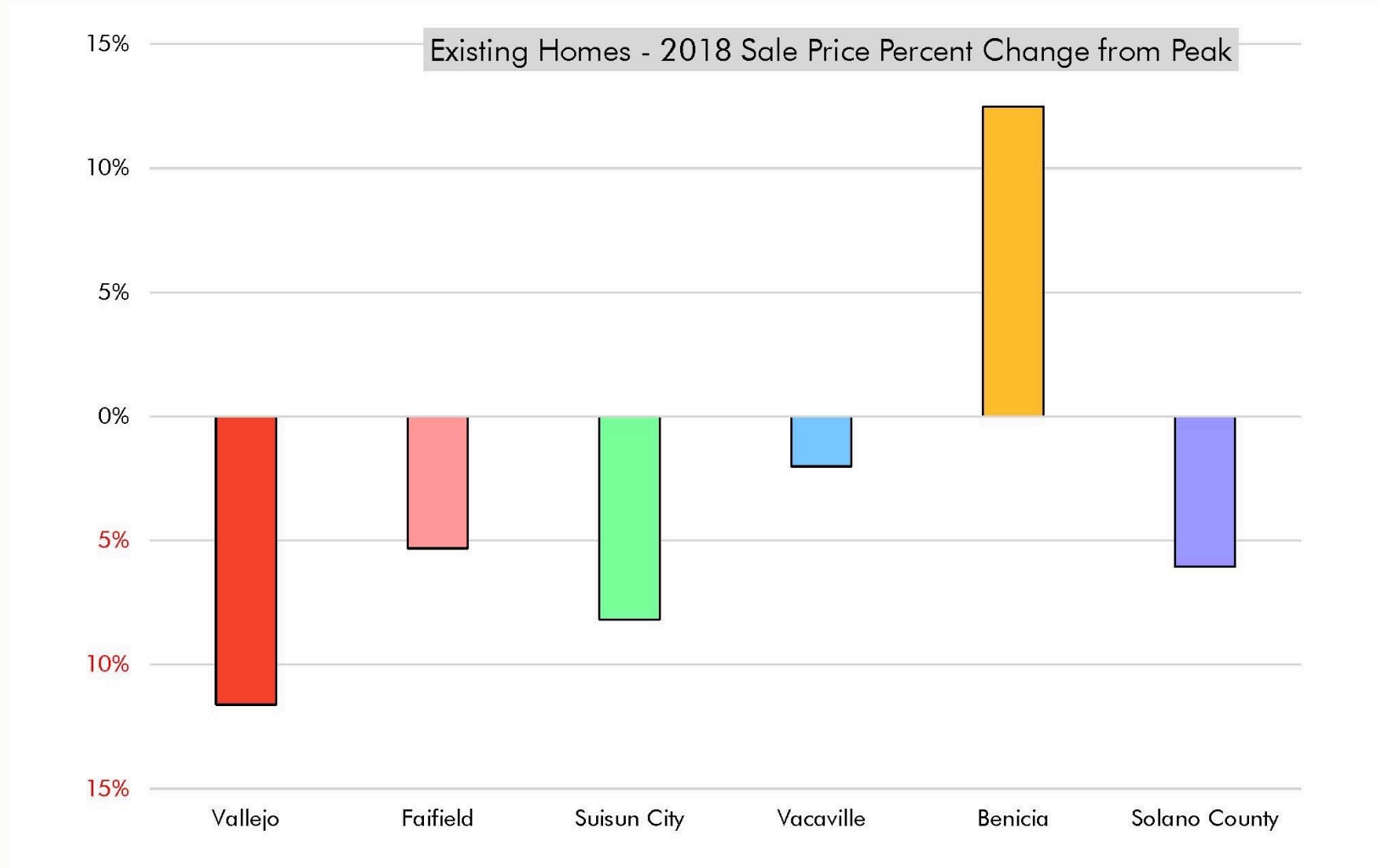
Source: MTC, ACS 2011, 2016
Map Author: JS, November 2018
<https://inteligencia.bae.com/s/13n1stlxvif6ts7foucnwsmcm97zodsh>

A moderate income household can typically afford a two bedroom apartment while lower income households cannot in Vallejo



Source: California HCD, Seifel Consulting Inc. and The Concord Group

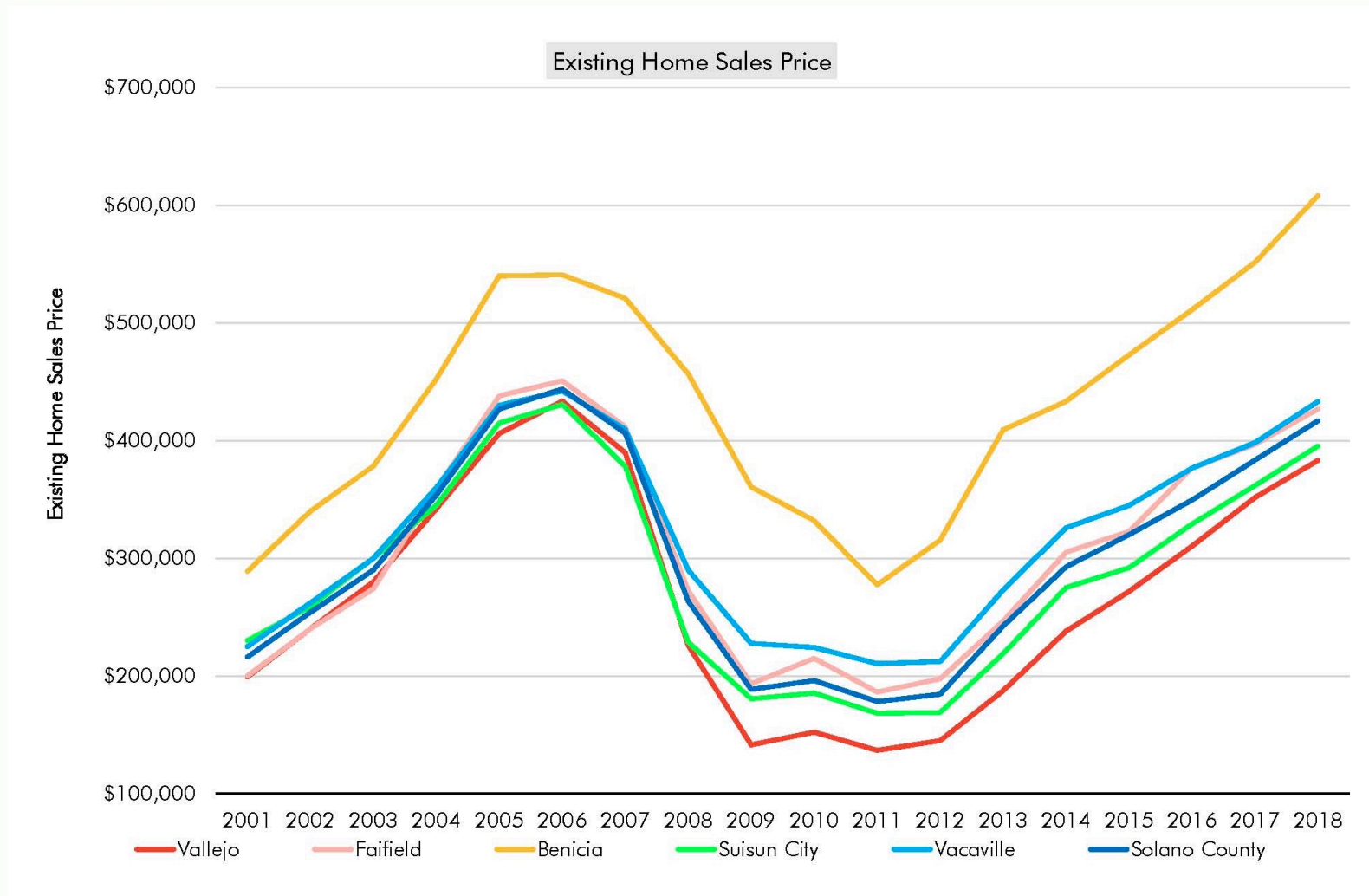
Home prices in Vallejo and nearby cities have not recovered from peak prices in mid-2000s



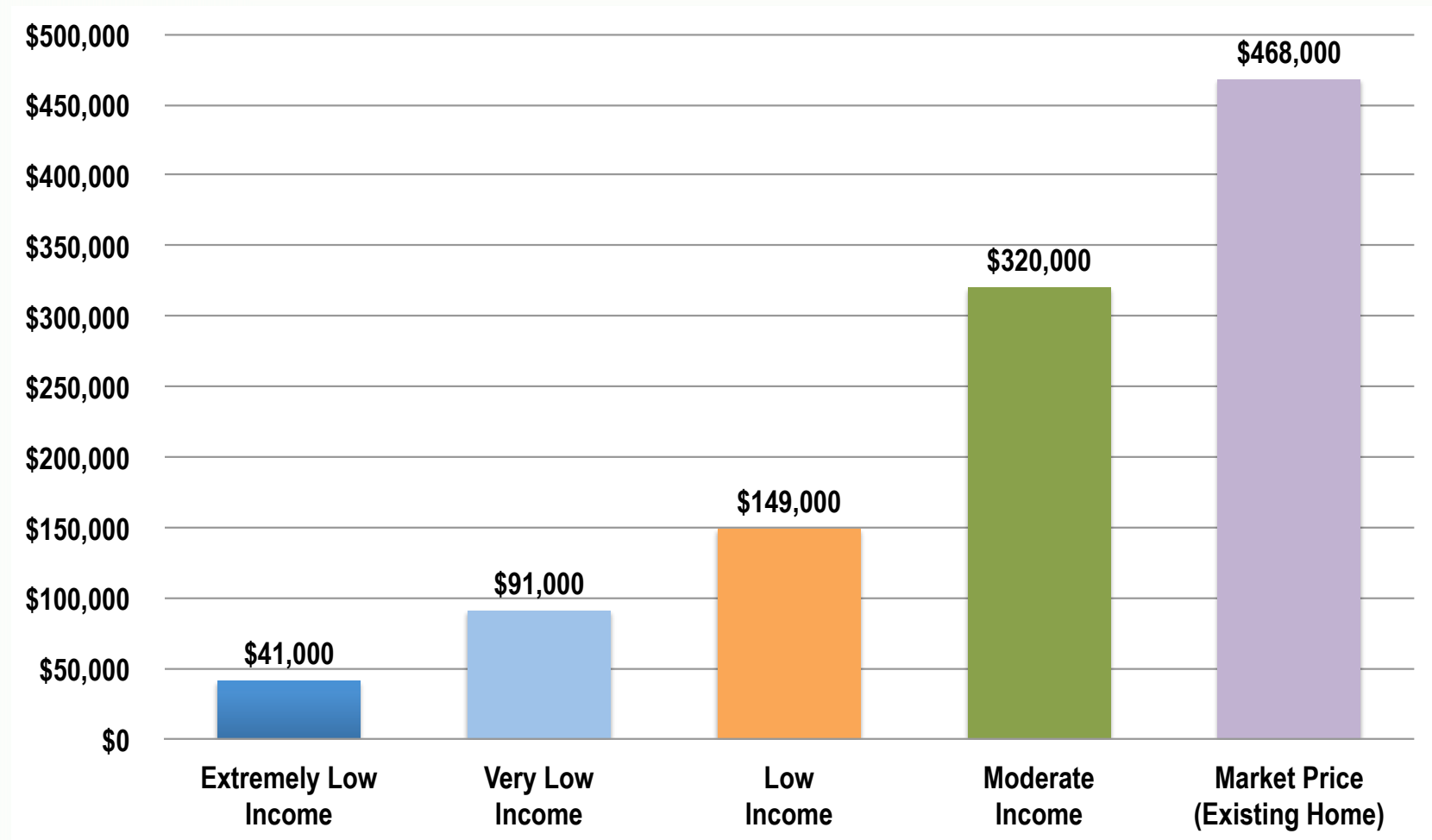
Vallejo has lower resale prices for three bedroom homes, and homes are more affordable than many Bay Area communities



Existing home prices in Vallejo have typically been lower than other cities in Solano County



A moderate income household cannot afford to purchase a typical three bedroom home without significant equity



Source: California HCD, Seifel Consulting and The Concord Group

Homelessness and Housing Instability

Overview of Key Findings

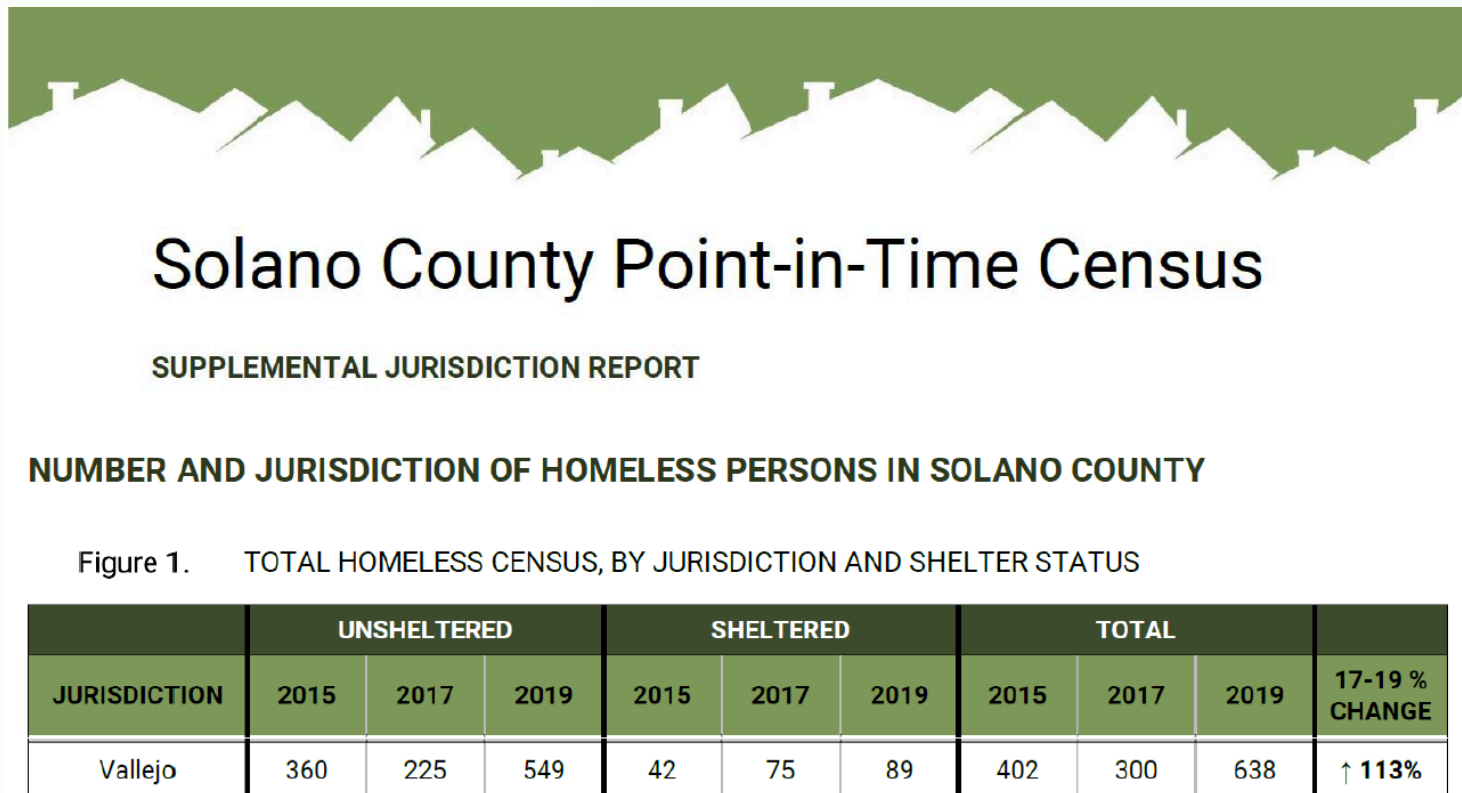
- As of January 2019, Vallejo had 638 persons experiencing homelessness
 - The need for shelter and permanent housing has increased significantly since 2015
- More than 80 percent of homeless persons lived in Solano County previously, and more than half have lived in the County for more than ten years
- Wages of low income residents have not kept pace with housing cost increases
 - As residents are unable to afford housing due to changes in employment, household income or other significant household or health changes, they face homelessness or displacement out of Vallejo.



Trends in Homelessness in Vallejo

From 2015 to 2019

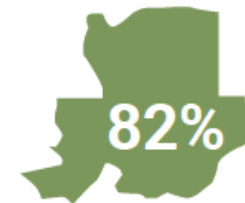
- As persons become unable to afford housing due to changes in employment, household income or other significant household or health changes, they face homelessness or displacement out of Vallejo.
- Vallejo had 638 persons experiencing homelessness as of January 2019 (about 55% of the countywide total), which increased significantly since 2015.



Characteristics of Homeless Persons

- More than 80 percent of homeless persons lived in Solano County previously and more than half have lived in the County for more than ten years
 - 53% have lived in County for 10+ Years
 - 18% have lived in County for 5–9 Years
- Homeless households include single individuals and families with children under 18
- Many have experienced numerous challenges in life, including physical and mental health issues

Residence Prior to Homelessness



Solano County

Length of Time in Solano County

7%
< 1 Year

22%
1-4 Years

18%
5-9 Years

53%
10 Years+

Foster Care



of survey respondents have been in the foster system.

Children Under 18

16% of survey respondents have children under age 18.



9% of those with children under age 18 who have all of their children currently living with them.

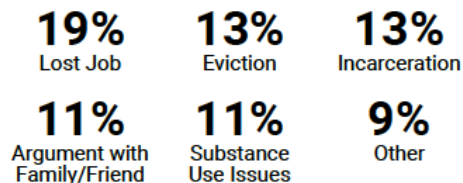
Source: Solano County Point-in-Time Count of Homeless Persons 2019

Prevention of Homelessness

- Primary event leading to homelessness
 - Job loss
 - Eviction or incarceration
 - Argument with family/friend and/or substance abuse
- Homelessness might have been prevented with greater access to:
 - Employment assistance
 - Alcohol/drug counseling
 - Rent/mortgage assistance
 - Mental health services

Primary Event or Condition That Led to Homelessness⁺

Top 6 Responses^a



History of Domestic Violence

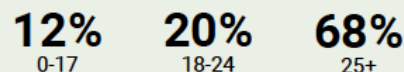
10% of survey respondents reported they had experienced domestic violence.

Interest in Permanent Housing



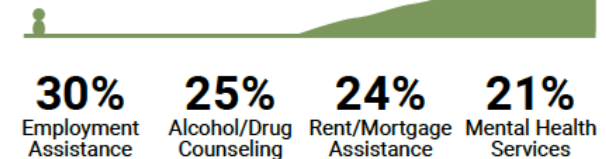
93% of survey respondents said they would like affordable permanent housing if it became available soon.

Age at First Episode of Homelessness



What Might Have Prevented Homelessness⁺

Top 4 Responses^a



Duration of Current Episode of Homelessness



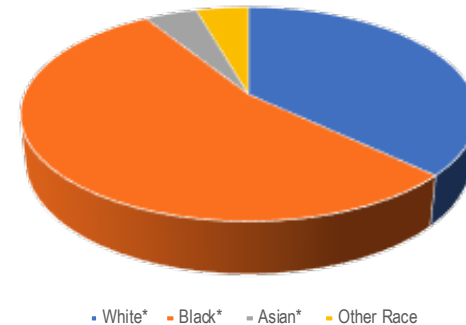
Vallejo Project Roomkey (PRK)

135 persons initially in PRK

- Diverse population in 112 households
- About 63% Non-White
- Most are middle-aged adults
 - 30% between 30 to 49 years
 - 38% between 50 to 59 years old
 - 25% 60 years and older



Racial Distribution of Homeless People in Project Roomkey



Source: City of Vallejo and Project Roomkey

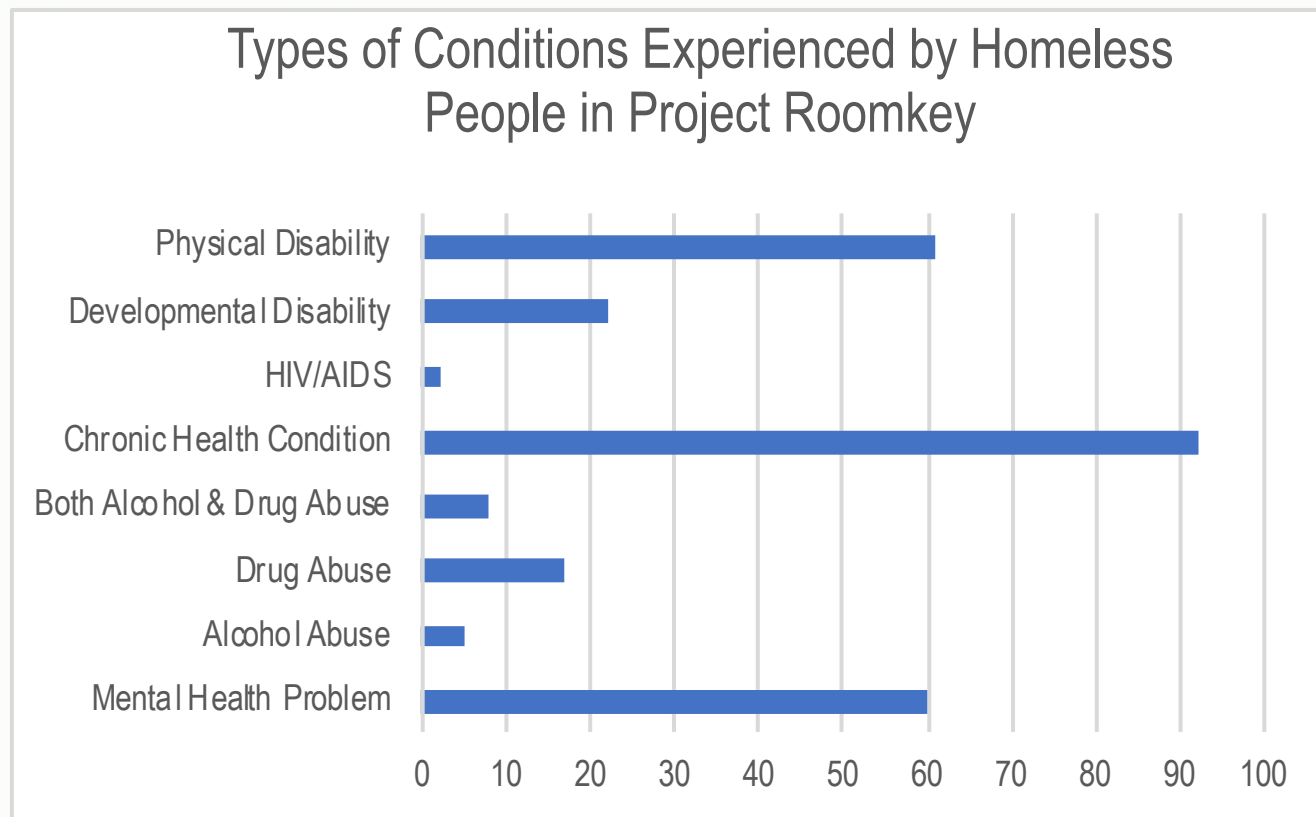
Vallejo Project Roomkey (PRK)

Most have physical or mental disabilities and/or chronic health issues

- About 26% are domestic violence survivors

Most (72%) have \$1,000 or less in monthly income

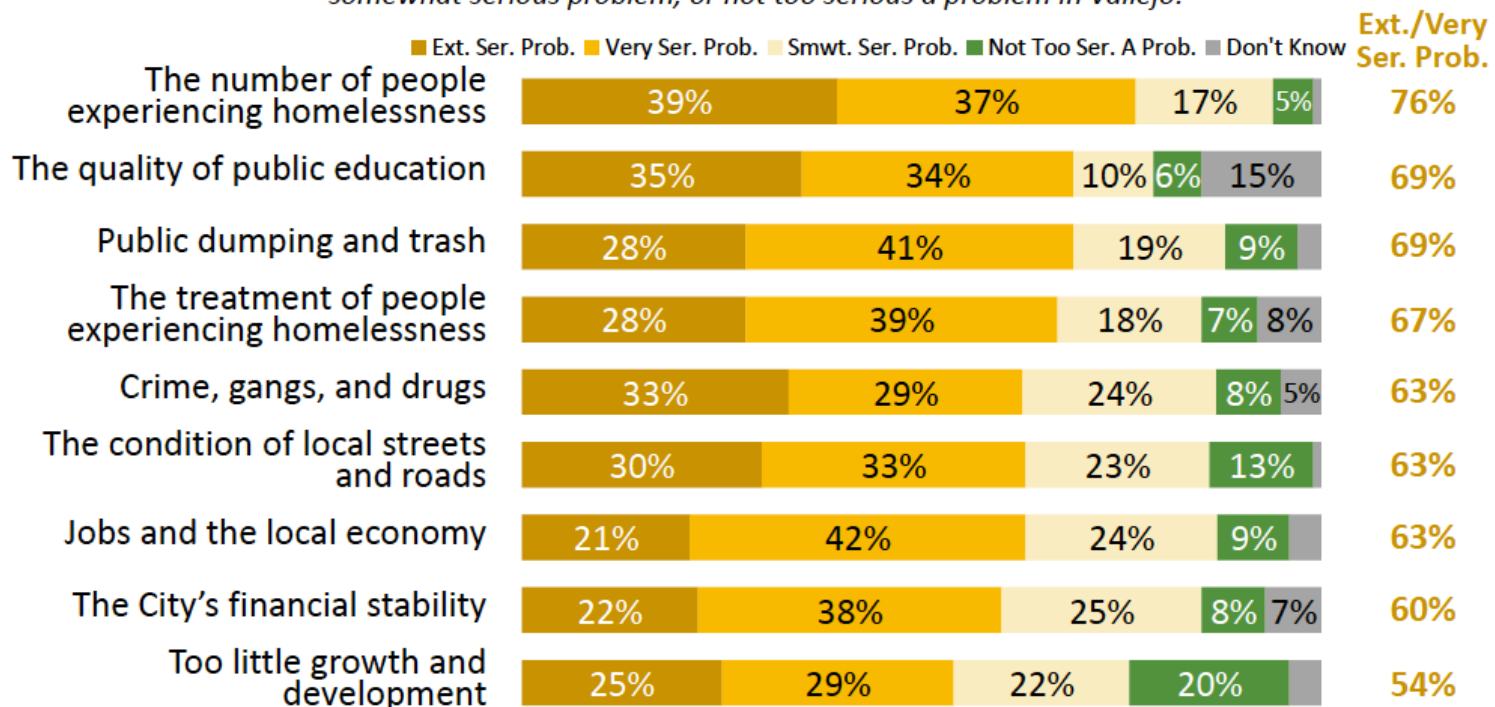
- 33% have no income and 39% between \$250 to \$1,000/month in income



Many Vallejo residents are concerned about the number of people experiencing homelessness

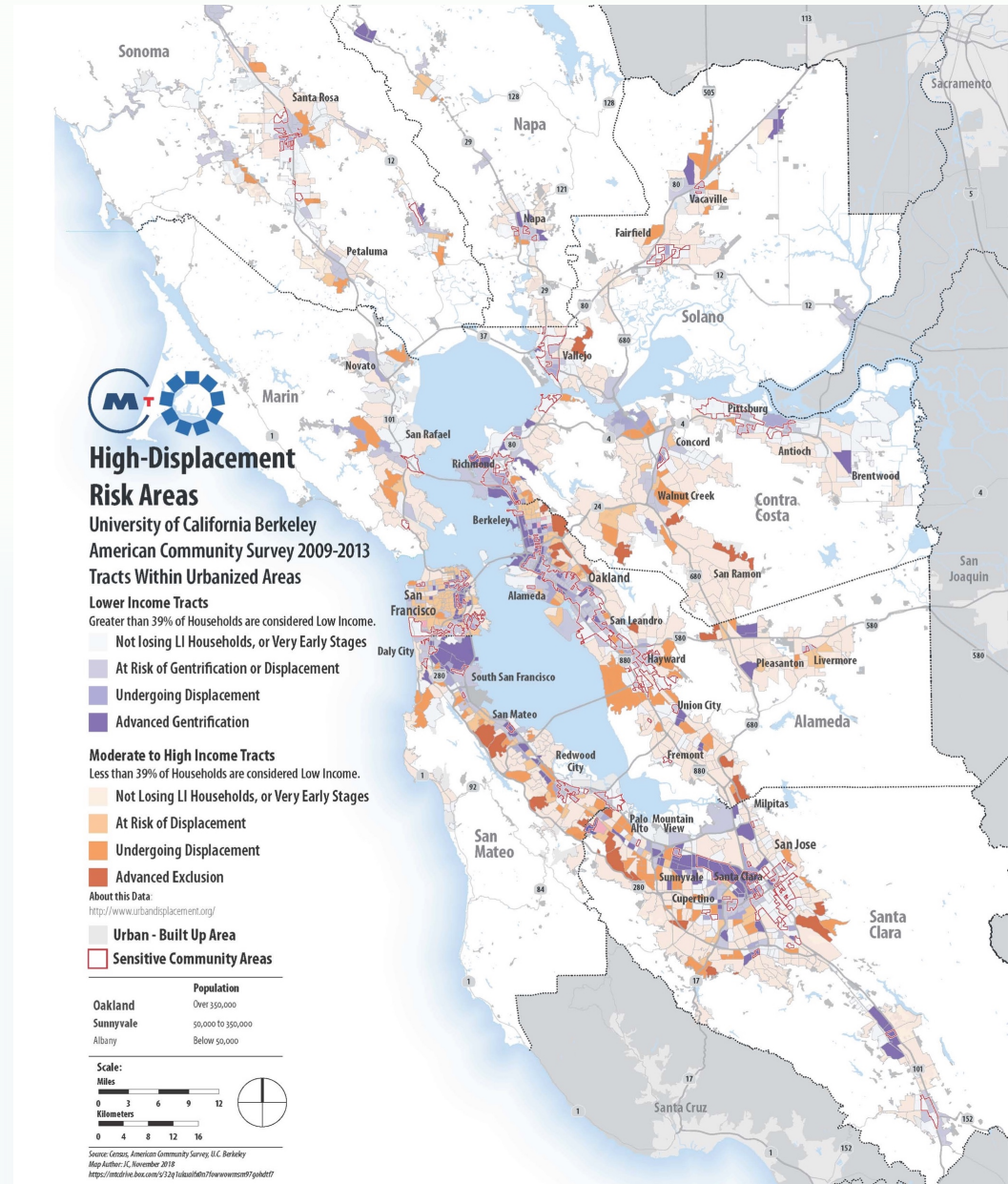
The number of people experiencing homelessness, public education, and public dumping are seen as the top problems in the city.

I'd like to read you some problems facing the City of Vallejo that other people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Vallejo.



Housing Instability

- Wages of low income residents have not kept pace with housing cost increases
- Cities like Vallejo experience displacement pressures from “ripple effect” as higher income residents from other areas are able to outcompete existing residents for housing
- Several of Vallejo’s western neighborhoods at risk of gentrification and/or displacement



Source: Research performed by the Urban Displacement Project of UC Berkeley

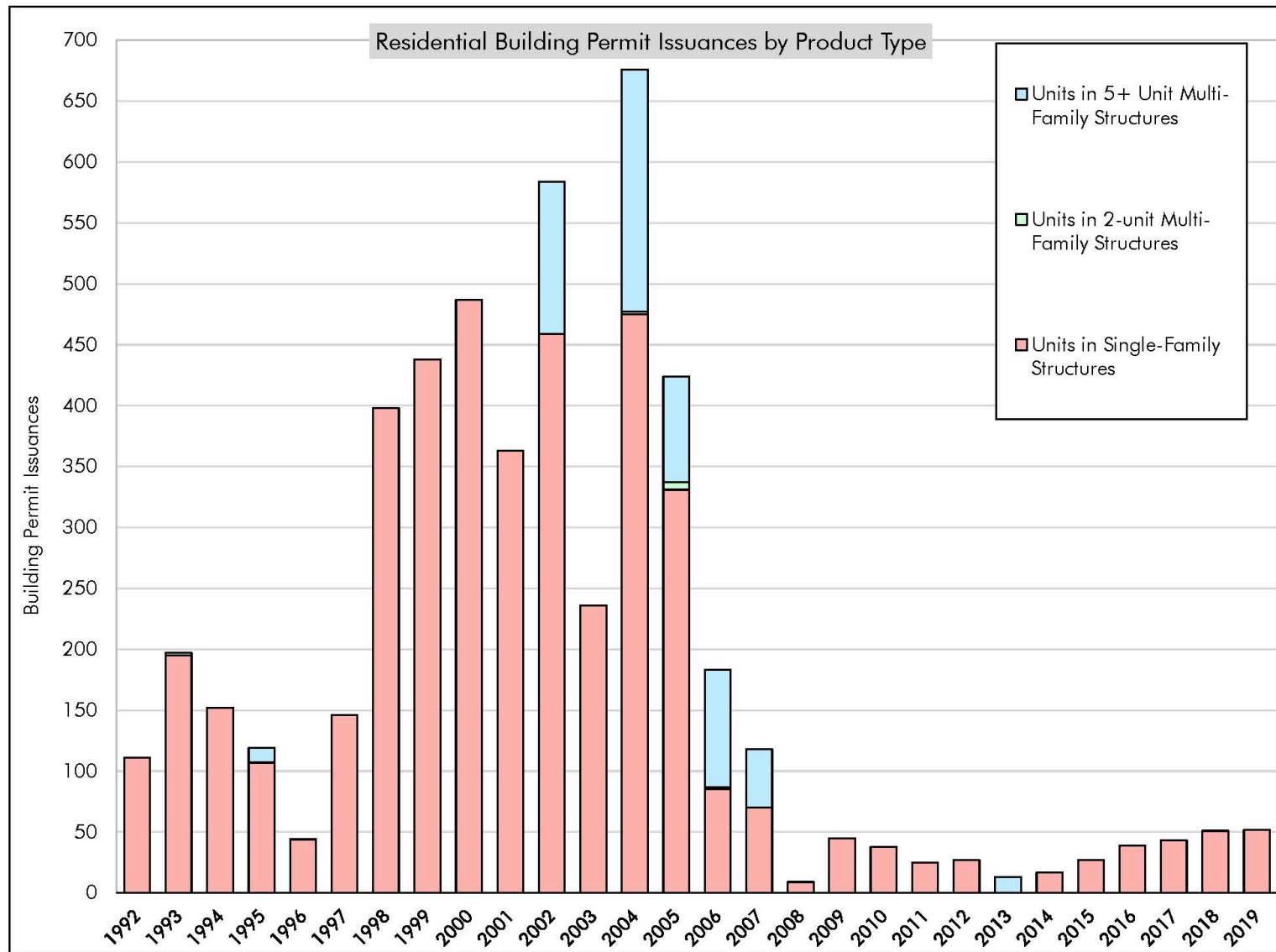
Housing Development Trends and Unmet Housing Need

Overview of Key Findings

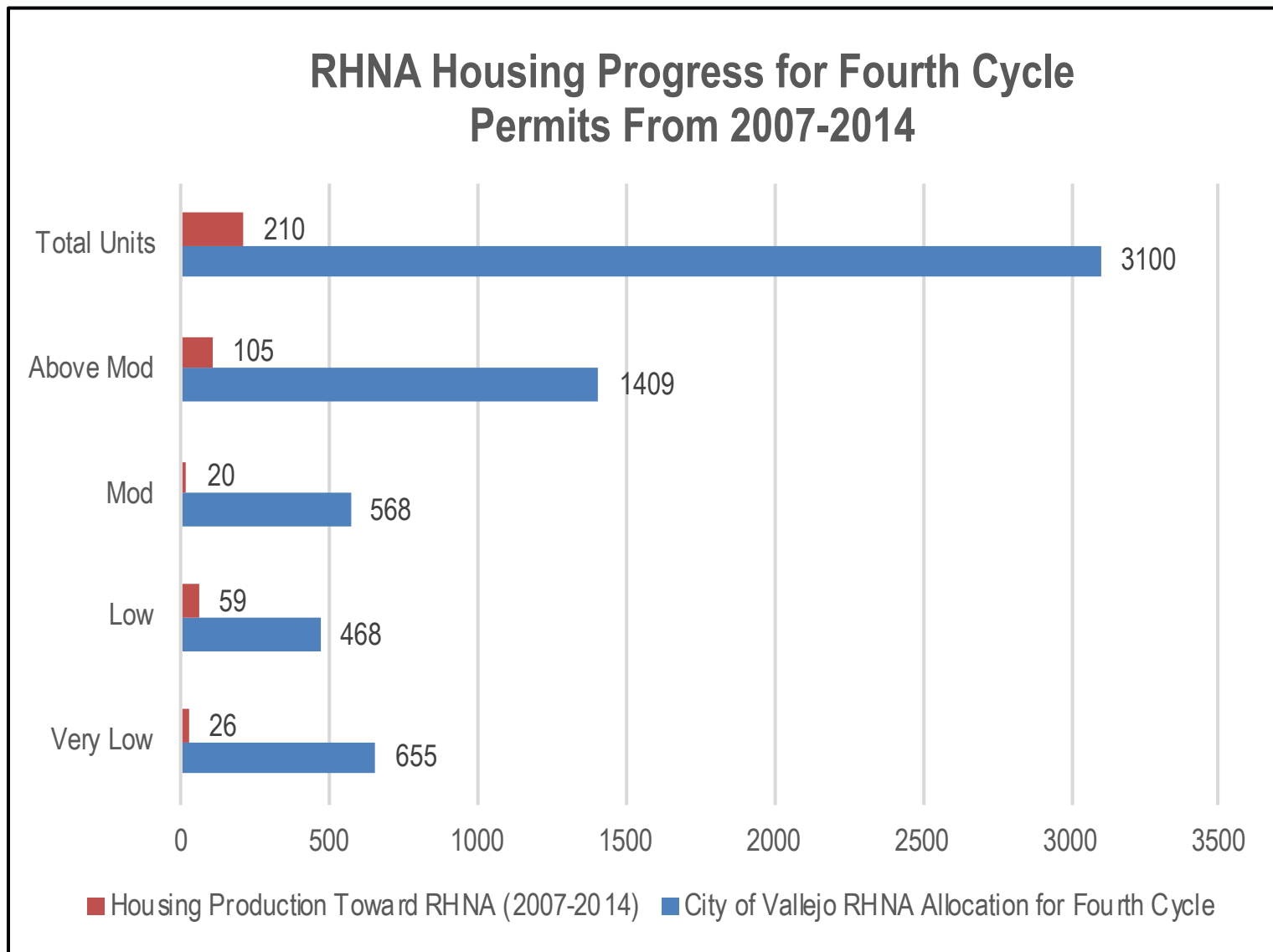
- Significant slowdown in housing construction since last recession, particularly for multifamily housing
 - Only 420 units permitted between 2007 to 2019
- City has not been able to meet its regional share of housing (RHNA) since 2007
- Development feasibility is challenging as market rents and prices may not be sufficient to meet development costs, particularly for multi-story buildings with significant amounts of parking



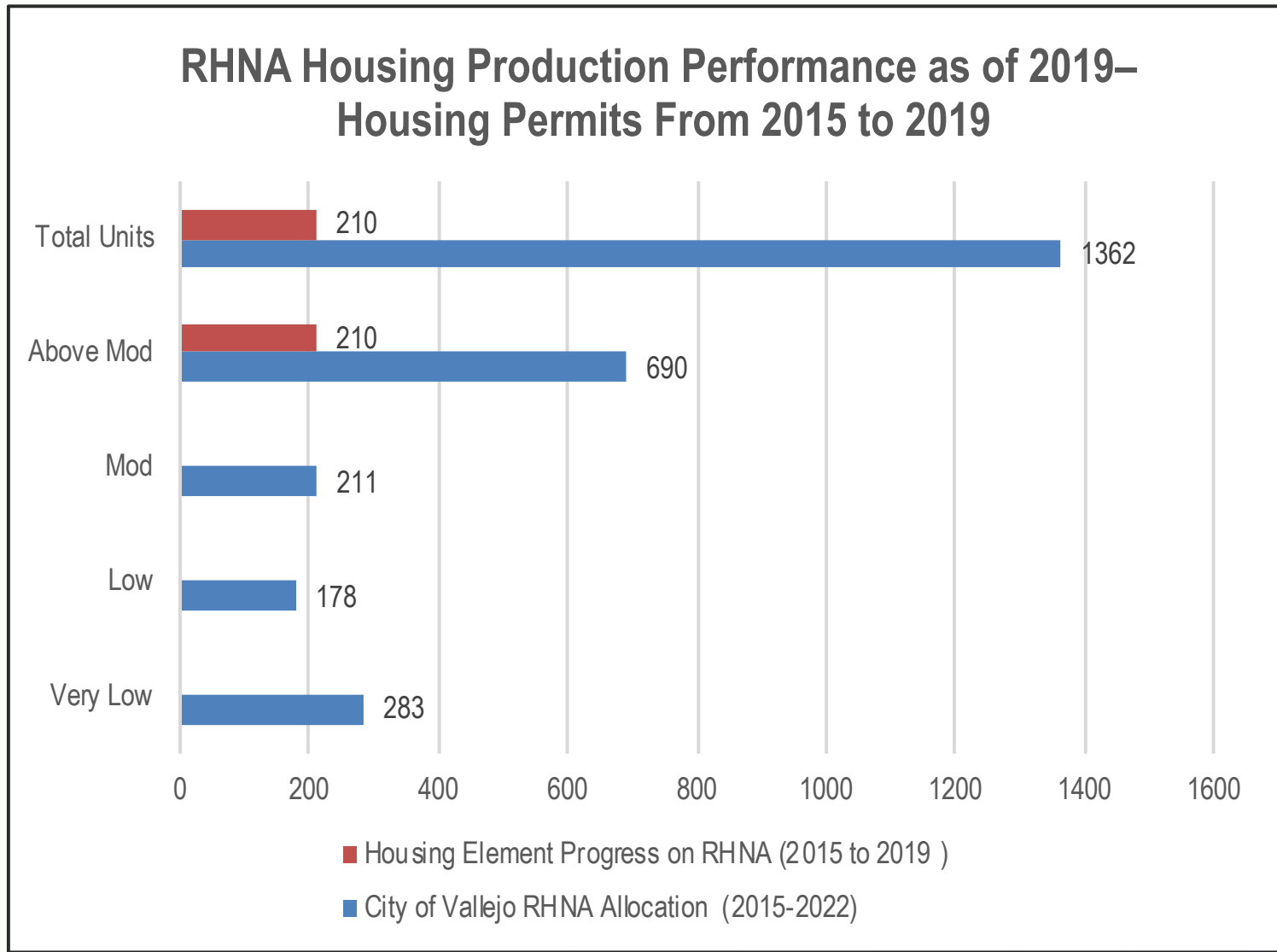
Housing construction in Vallejo has significantly slowed since 2006



Slow housing production resulted in significant unmet need in RHNA 4 (2007-2014)

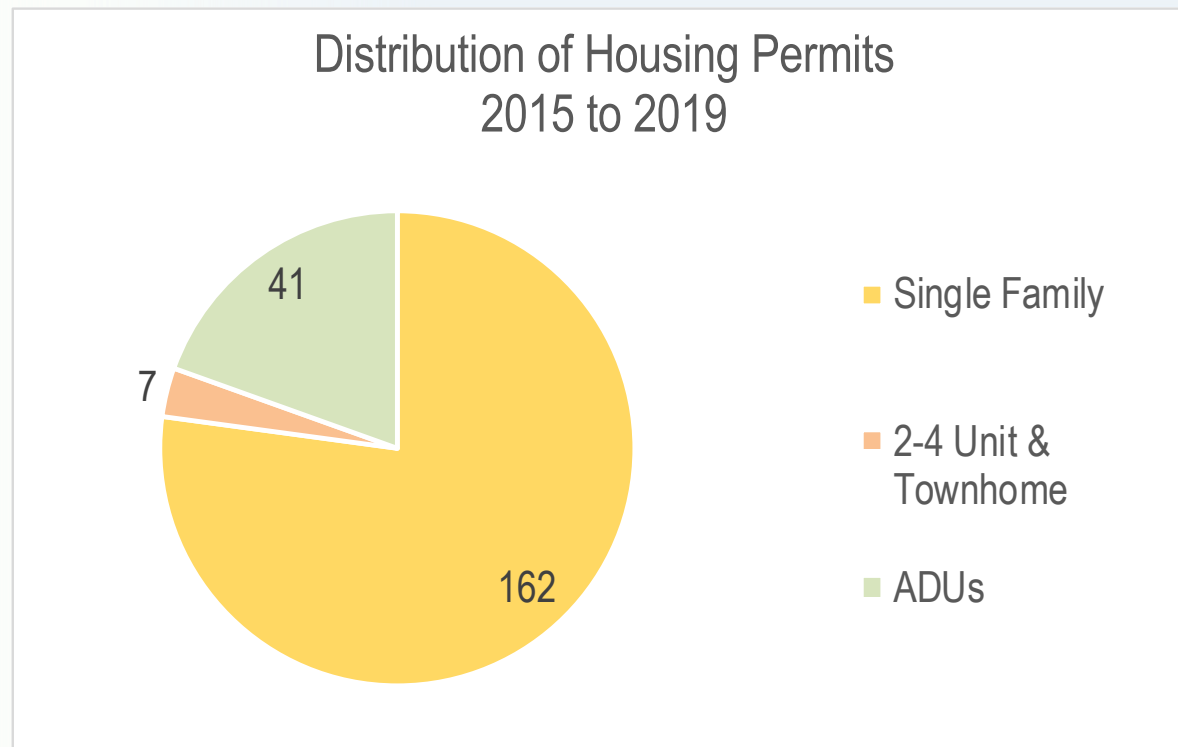


Although annual housing production has increased, the City has a significant unmet need for RHNA 5



Recent housing production in RHNA 5 has focused on Single Family, 2-4 Units and Accessory Dwelling Units (ADUs)

- Since 2015, single family homes represented 77% of permits
 - Starting in 2018, the City saw a significant increase in Accessory Dwelling Units (ADUs) with 41 units built in two years
- No multifamily housing has been built since 2015



Summary of Housing Units Permitted 2007 to 2019

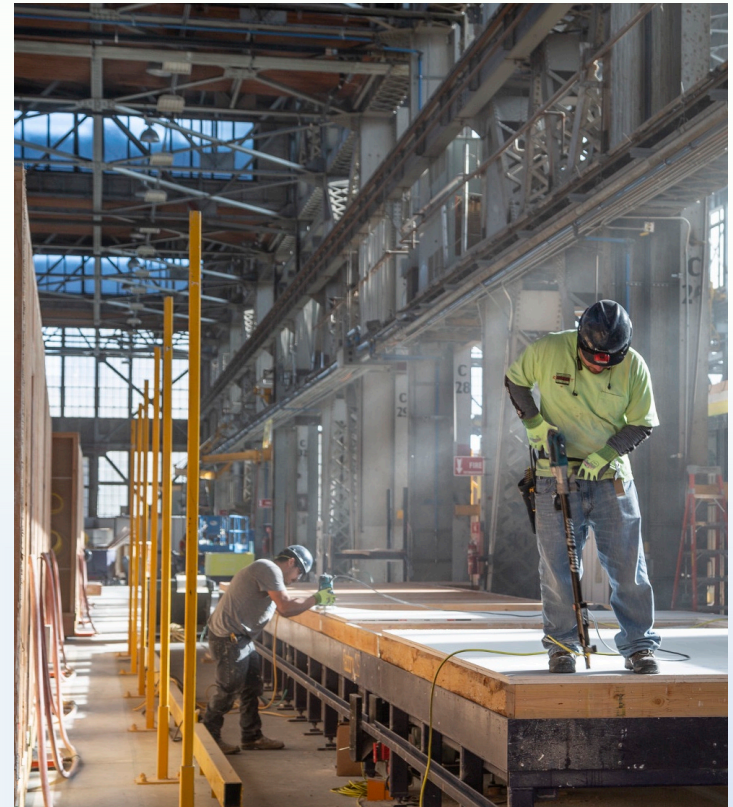
Income Level	Units 2007 to 2014 RHNA 4	Units 2015 to 2019 RHNA 5	Total Units 2007 to 2019
Extremely Low	7	0	7
Very Low	19	0	19
Low	59	0	59
Moderate	20	0	20
Above Moderate	<u>105</u>	<u>210</u>	<u>315</u>
Total Built	210	210	420

Significantly less housing has been built in Vallejo than what is needed according to City's regional housing need allocation (RHNA).

Educational Attainment and Workforce

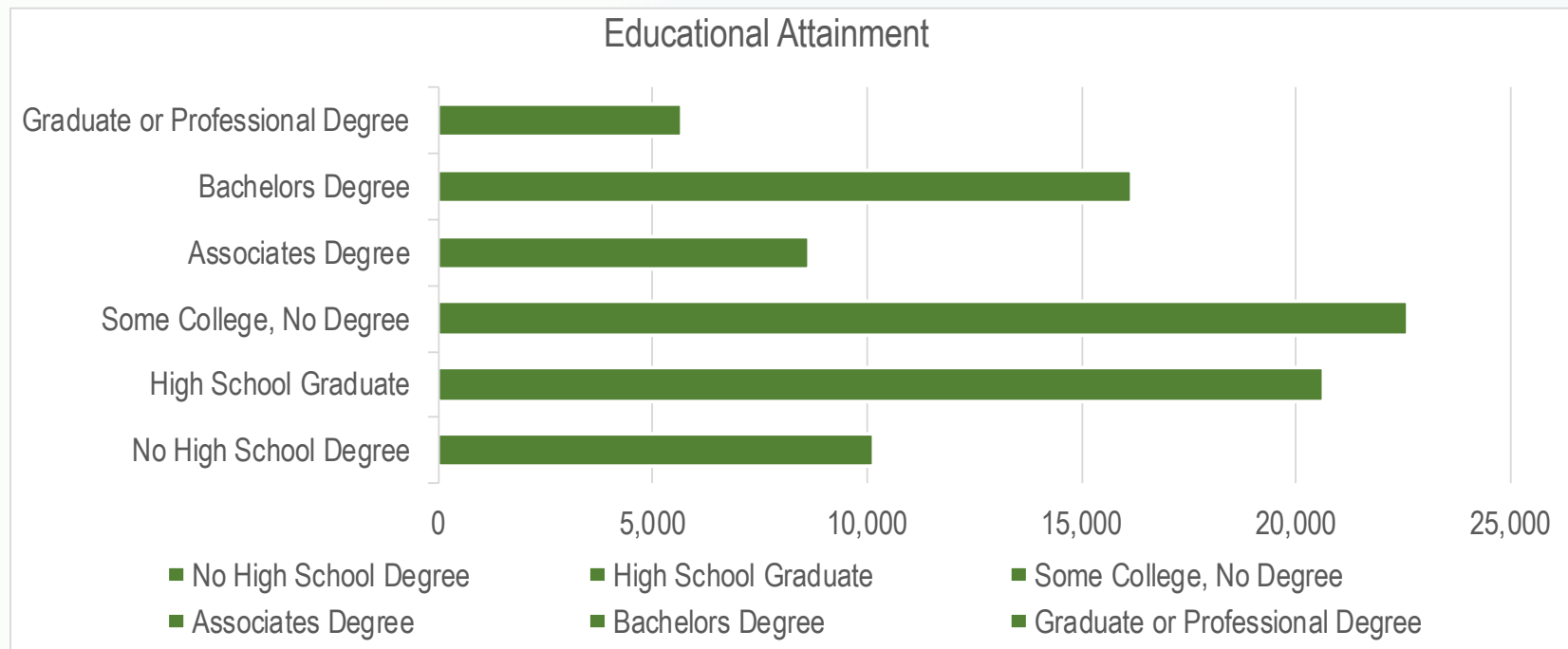
Overview of Key Findings

- Vallejo's adult residents (25+ years) have lower levels of educational attainment compared to State of California
 - 74% have not graduated from a four year college compared to 67% statewide
- About 6,000 households do not have reliable access to computers or the internet at home
- Vallejo has higher concentration of industries with lower paying jobs
 - Currently About half of Vallejo's jobs pay less than \$40,000 annually
- Many local residents commute to jobs outside of Vallejo and are employed in a broader range of industries than are currently located in Vallejo



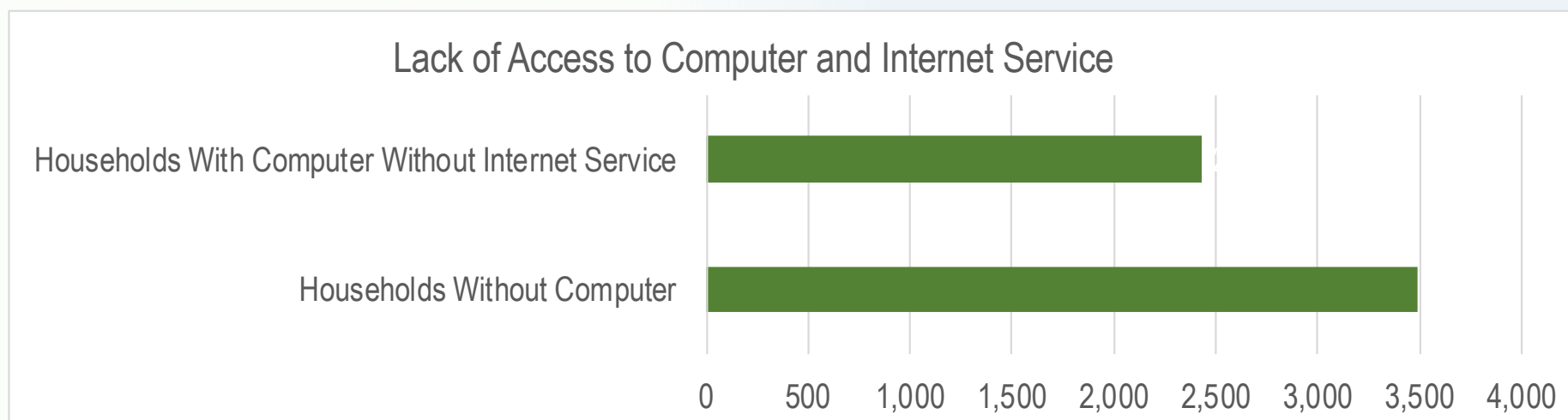
Vallejo Has Lower Levels of Educational Attainment Compared to California

- About 74% of Vallejo's adult residents (25+ years) have not graduated from a four year college with a Bachelors degree as compared to 67% in the State of California
- About 10,000 adults do not have a high school degree, and about 21,000 are high school graduates (collectively 37%)



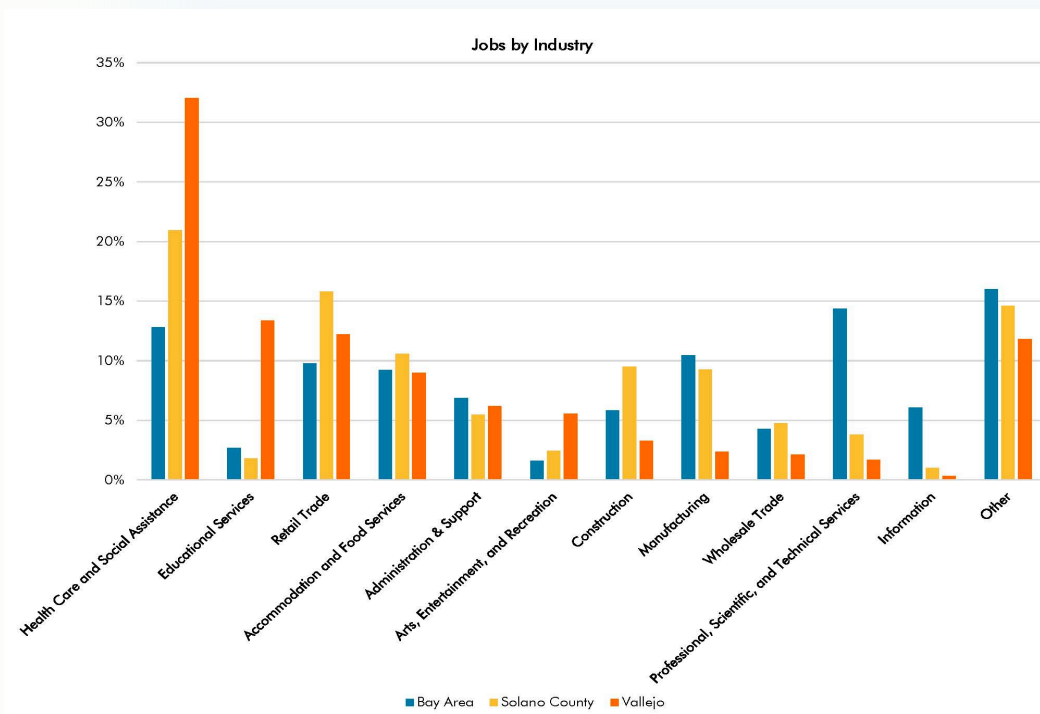
Resident Access to Computers and Internet

- About 6,000 households in Vallejo do not have reliable access to computers or the internet at home
 - About 3,500 households in Vallejo do not have a computer
 - About 2,400 households that have computers do not have an internet subscription



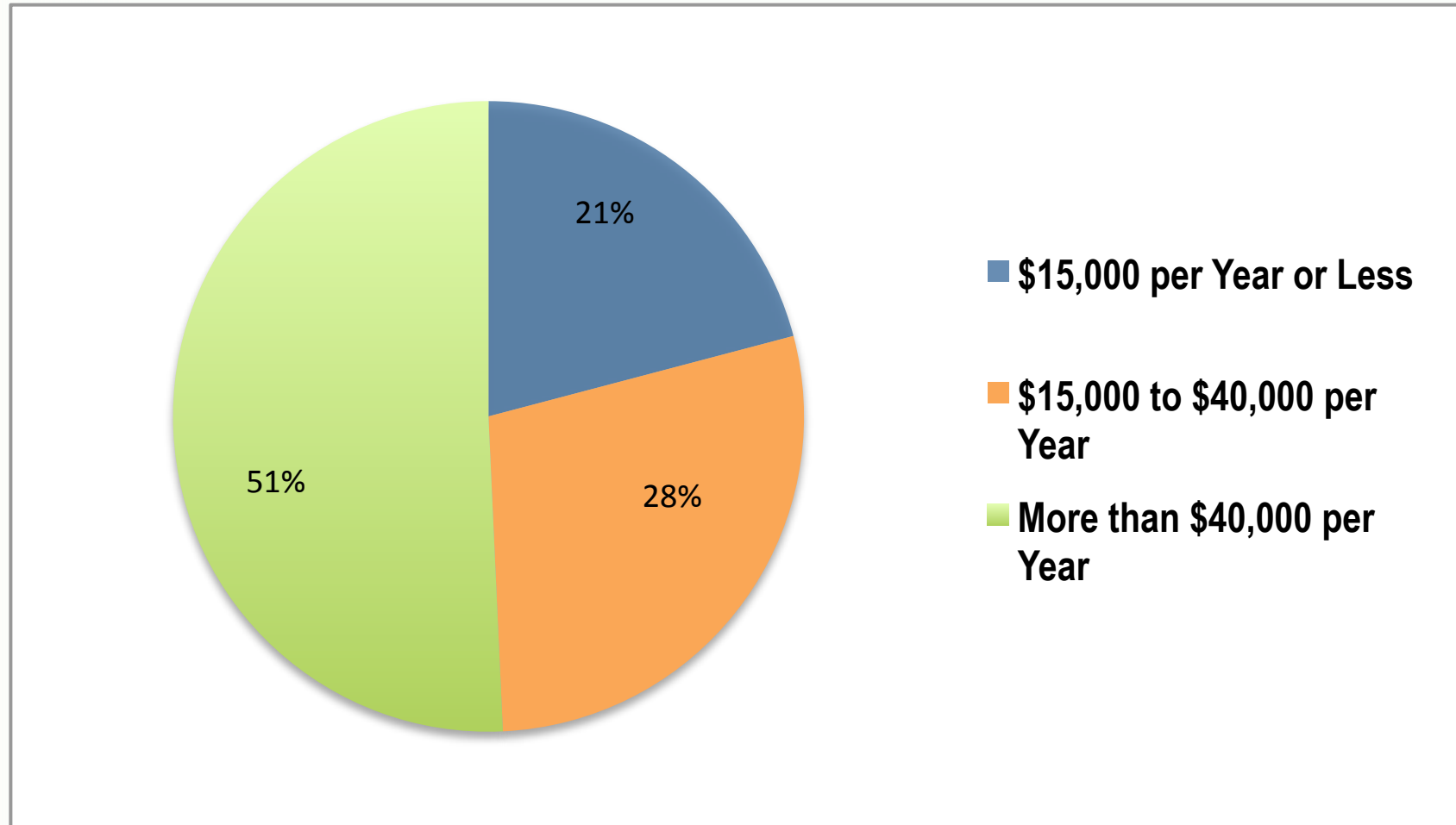
Vallejo has Higher Concentration of Industries with Lower Paying Jobs

- Higher job concentrations in Health Care, Education, Retail Trade and Accommodation/Food Services than Bay Area
- Lower job concentrations in Construction, Manufacturing, Professional/Scientific/Technical, Information Management, which often pay higher salaries for comparable educational attainment



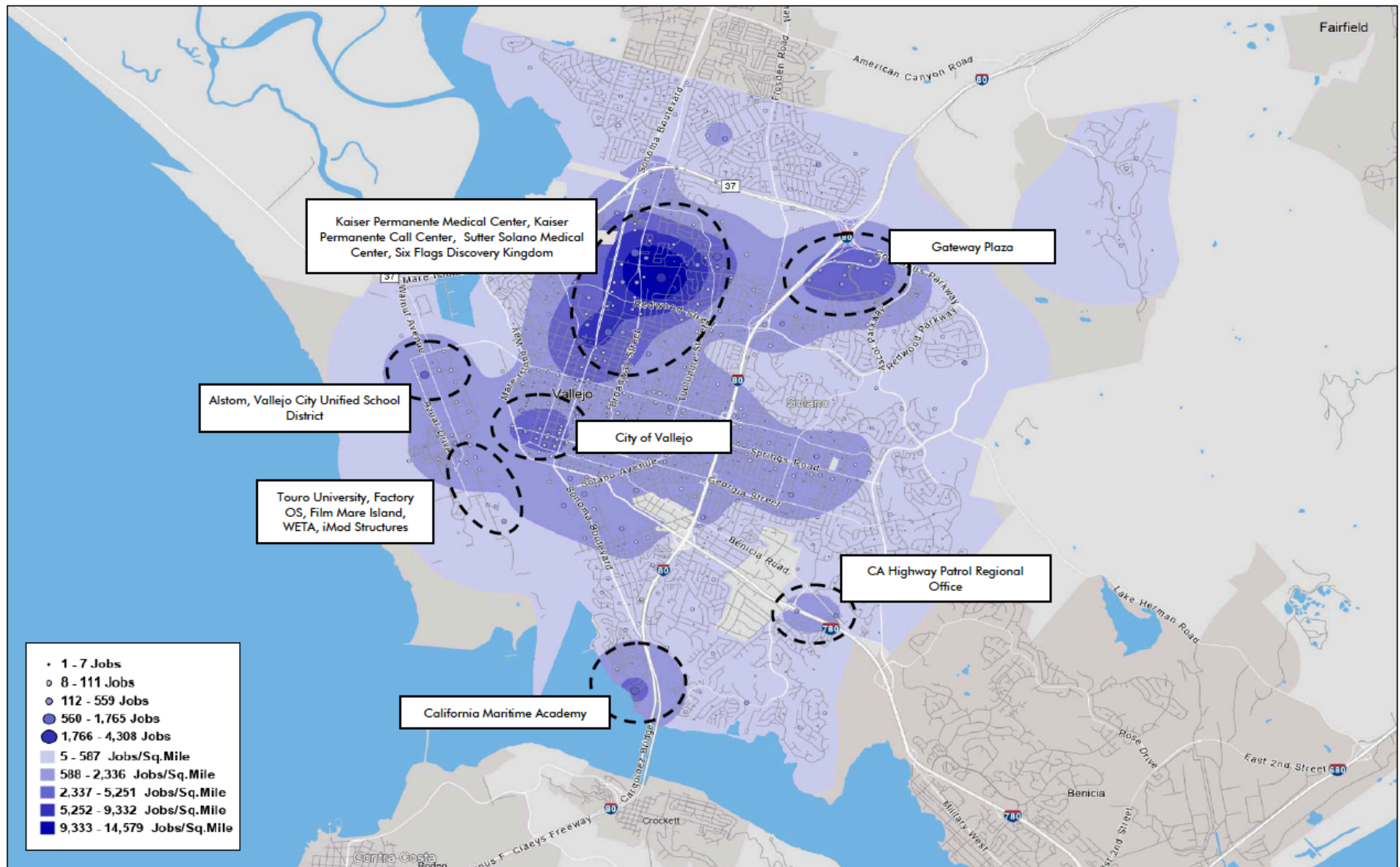
Source: US Census On the Map 2017

Currently About Half of Vallejo's Jobs Pay Less than \$40,000 Per Year

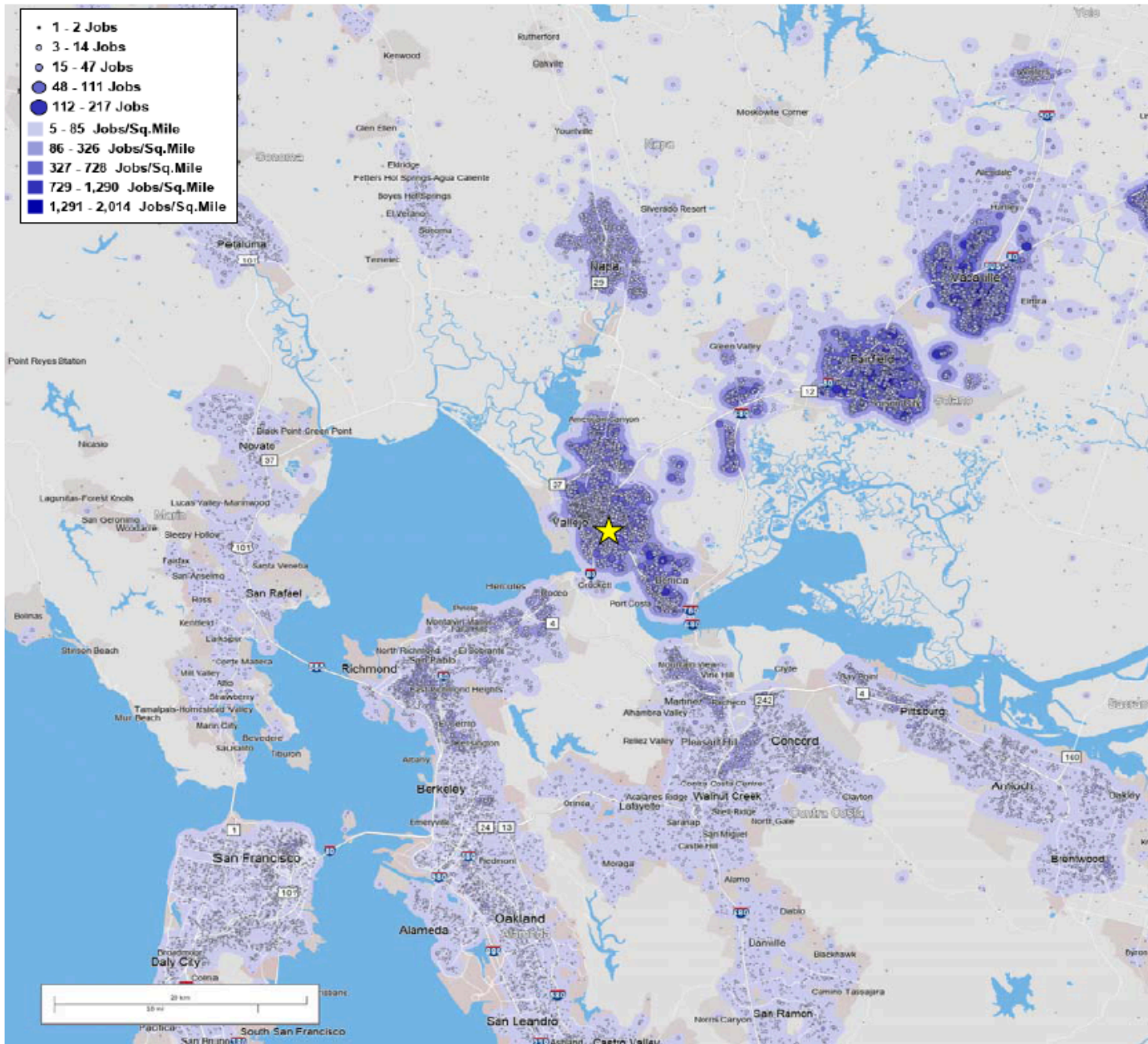


Assuming 1.5 workers per household, about 50% of Vallejo's employees who work in local businesses earn wages at or below \$60,000 per year.

Location of Major Vallejo Employers

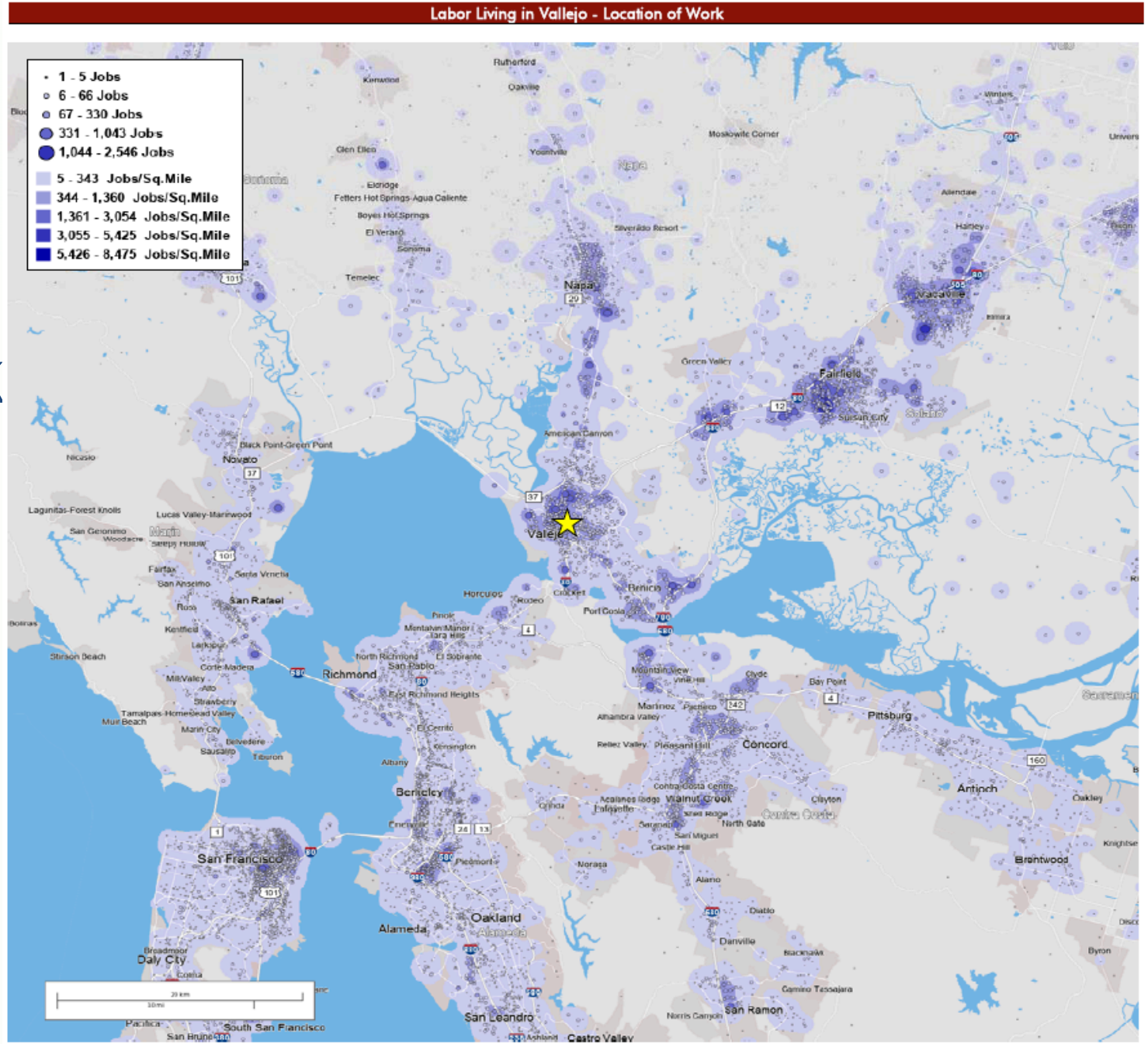


Source: US Census Bureau, Center for Economic Studies 2017



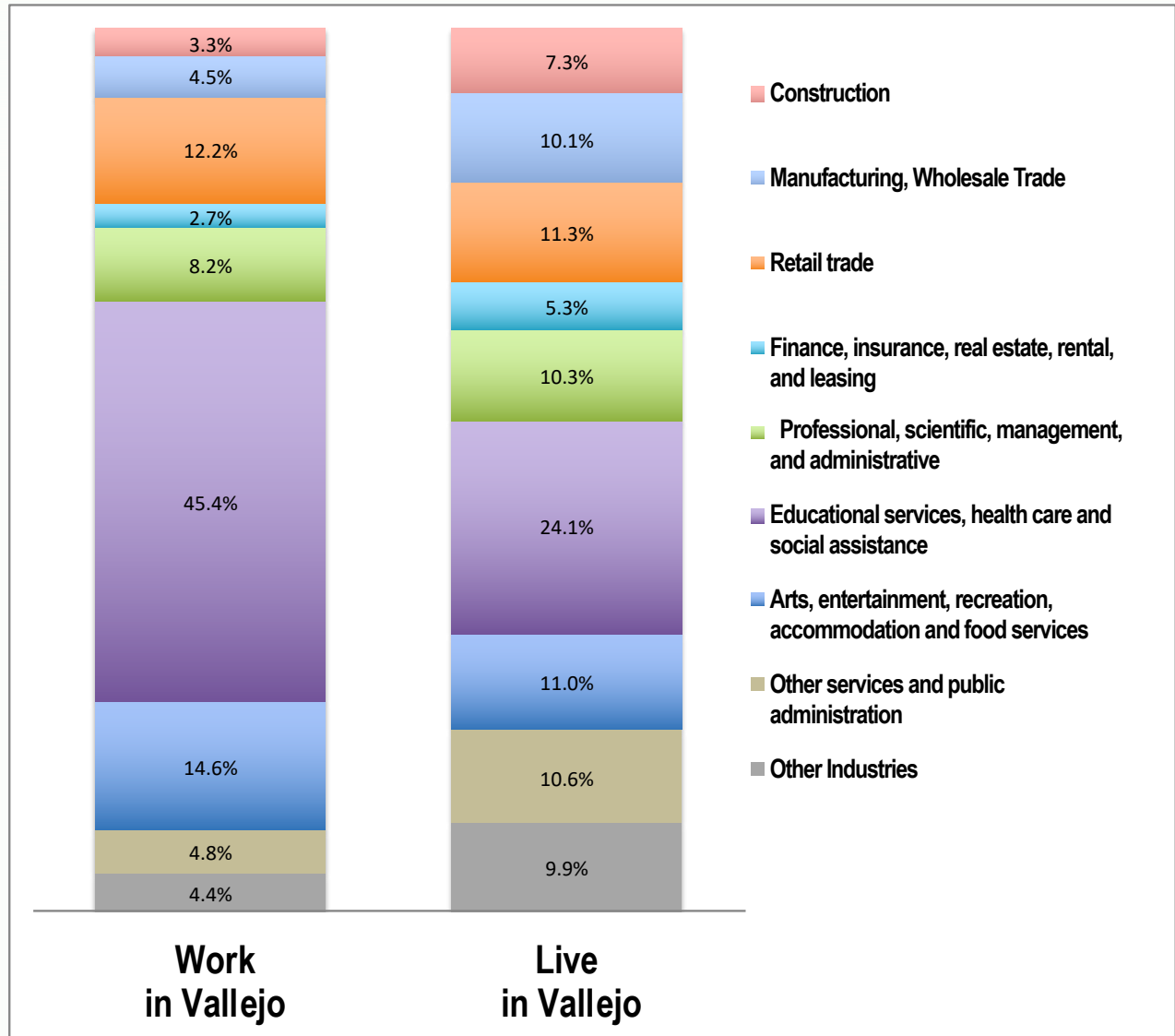
Where
People
Who
Work in
Vallejo
Live

Where People Who Live in Vallejo Work

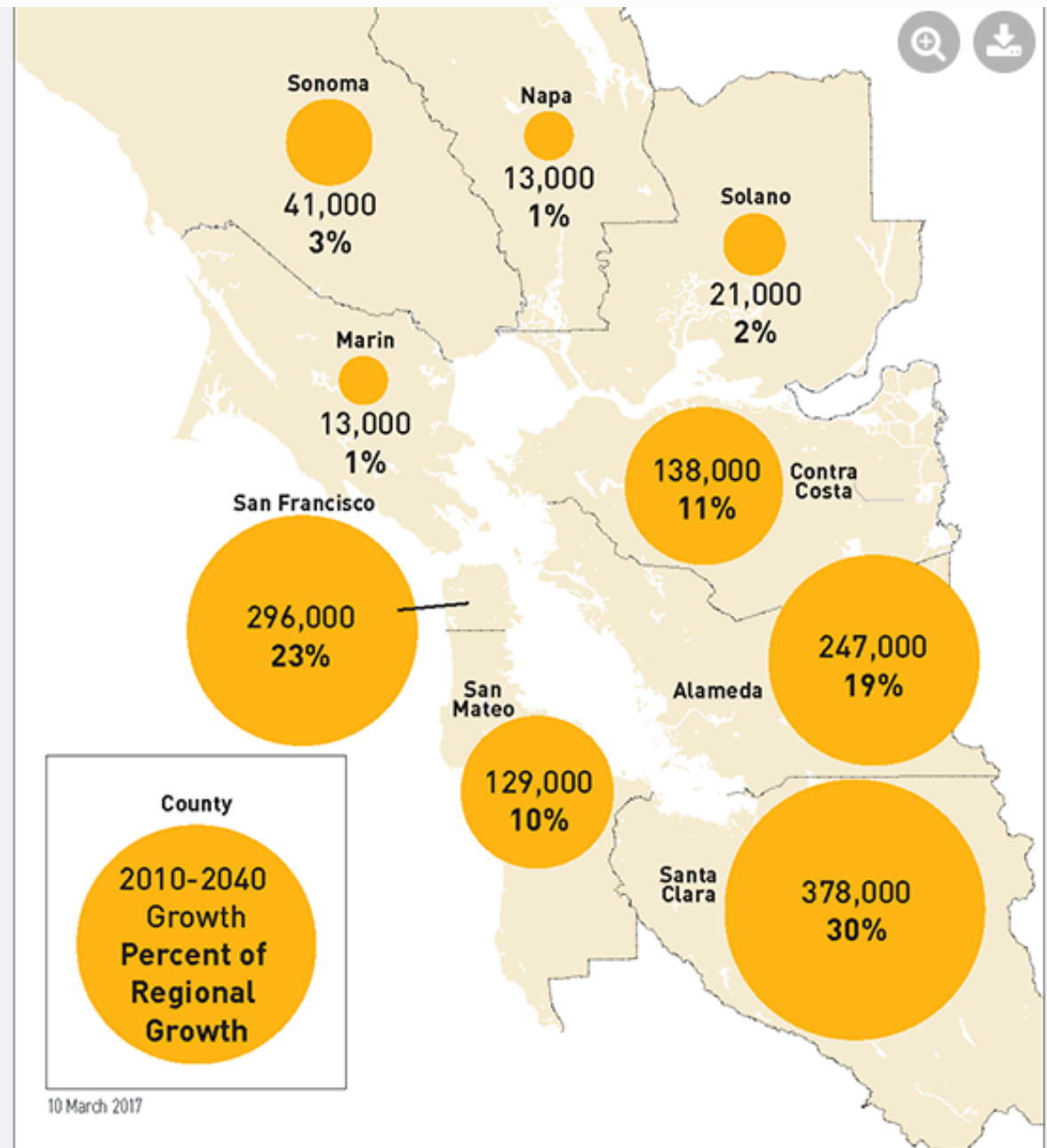


Distribution of Vallejo Workers By Industry Based on Where People Work and Live

Many local residents commute to jobs outside of Vallejo and are employed in a broader range of industries than workers employed in Vallejo's businesses



Significant job growth is projected to occur in the North Bay and East Bay, which could help diversify Vallejo's job base and provide higher wage paying jobs to local residents



MAP 4.3 Employment growth by county.

Source: Metropolitan Transportation Commission, 2016

Housing Opportunities

- Throughout the Housing Strategy process, many Vallejo residents indicated strong support for meeting the housing needs of existing residents, as well as preserving and producing housing
 - According to a recent poll, 76% are concerned about the number of people experiencing homelessness
- Vallejo has about 3,000 vacant housing units and large parcels of undeveloped property that could provide housing
 - Many City-owned lands may be suitable for housing, and the City has many transit-oriented properties near the ferry and bus transit corridors
- Vallejo has the ability to grow and enhance its local workforce:
 - Excellent local universities and colleges
 - Increased interest in Vallejo as a location for residents and businesses
 - Committed local organizations that provide job training and apprenticeship opportunities, including in building construction
 - Ability to attract new businesses with higher paying jobs to support future rental and homeowner costs associated with new development

Photo Credits and Contributors

- Page 3- Central Core Restoration Corporation
- Page 15- City of Vallejo
- Page 29 and 33- City of Vallejo and Project Roomkey
- Page 37- City of Vallejo, Bay View Vista Apartments
- Page 42- Factory OS and Autodesk

The housing analysis was prepared by Seifel Consulting and The Concord Group with guidance and input from City of Vallejo staff.

