

Regional Early Action Planning Grants (REAP)

Annual Report Template



<https://www.hcd.ca.gov/grants-funding/active-funding/reap.shtml>

June 2025

Instructions

The following form is to be used for satisfying the annual reporting requirements of Health and Safety Code section 50515.04. The annual report utilizing this form must be submitted to HCD by April 1 of the year following receipt of funds and annually thereafter until funds are expended.

Applicants must submit the annual report to HCD by email at
reap@hcd.ca.gov.

Applicants should utilize the following instructions in completing the forms.

Overall Context: This section will provide an overview of the project, including needs, challenges, limiting factors, opportunities and solutions unique to the region. The section should also discuss the overall approach, goals and high-level summary of the status of the program.

Project Highlights, Accomplishments and Best Practices: This section will generally discuss some highlights for the overall project from the last year and any accomplishments resulting from the efforts in implementing the program. This section may also list and explain some of the best practices occurring through the program. This section can highlight efforts at a regional, sub-regional or local level and can include a wide-ranging variety of efforts that facilitate housing impacts such as engaging stakeholders, building support for housing, major progress in zoning amendments, subregional collaboration, technical assistance outcomes.

Status of Activities: This section will provide a description of each of the major activities in the applicant's program. For major activities, the applicant can consult Section C from the application. The section will provide a general description of the overall activities, highlighting challenges, opportunities and accomplishment and will complete the status table. Column 1 of the status table is entitled Activity Category. This column will be completed with the relevant activity category (i.e., identification of best practices, education, and outreach, improved RHNA methodology, suballocation, technical assistance and administration costs). Column 2 will include a brief description of the activity. Columns 3 and 4 will report the amount of money allocated to each activity and how much has been expended per activities as of the end of the calendar year. Column 5 will describe the overall timing of the project with beginning and anticipated completion dates. Column 6 will include a general status (i.e., not yet started, in progress, complete) and anticipated upcoming milestones. Column 7 will qualitatively and quantitatively, where possible, describe the regional impact on housing as a result of the activity.

Summary of Housing Production Indicators: This section will give an overview of housing production indicators and a summary of building permits, certificates of occupancy, or other completed entitlements issued by entities within the region or by the jurisdiction, as applicable. Applicants may use the Annual Progress Reports published the previous year to provide the total number of new units for the region. Self-reported data by cities and counties is available on HCD's [Housing Element and Implementation and APR Data Dashboard](#) (note: HCD cannot independently verify most project-level data). HCD recognizes REAP funds may not begin to impact housing production completed in 2019 and 2020, but that these numbers may be used as a baseline or context for indicating housing production at a regional scale. Baseline year will be the 2019 calendar year and current year will be the prior year annual progress report. Applicants may add other indicators of housing production and numerical outcomes and may also discuss any anticipated changes and limiting or confounding factors potentially impacting the effectiveness of the activities.

Additional Information: The applicant may add any applicable information as necessary to demonstrate the status and impacts of the overall program.

Southern California Association of Governments (SCAG)

Overall Context:

Overview

SCAG's REAP program primarily focused on implementing and supporting cities and counties in developing their 6th cycle housing elements, along with land use plans, policies, and other programs to ensure housing production goals are met.

Recognizing the need in the SCAG region to build capacity at the local level and ensure that our massive region of 197 jurisdictions meets State housing goals, SCAG offered local resources to streamline the planning process and help jurisdictions address barriers to housing production, such as zoning restrictions, environmental reviews, and infrastructure needs. The program had a significant impact on local level implementation that directly led to housing production, by funding programs that support the following core objectives: improving housing supply and affordability, increasing housing equity, increasing accessibility, advancing policy through engagement, increasing diversity/choice, and increasing financial tools. In addition to financial support, the program provides capacity-building efforts, technical guidance, and best practices to optimize land use and housing development strategies.

REAP is the first program of its kind to put money behind strategies in the RTP/SCS, such that these plans can go beyond their core function of programming transportation funds to serve as a compass for housing investments. In turn, this program has been successful in aligning housing funding with other strategies in our region – environment, mobility, resilience, and equity. The value of MPOs has been uplifted through this work, recognizing the benefits of administering housing funding on a regional scale to support jurisdictions of all sizes as they build capacity to plan for housing need, and carry projects through completion.

Through its work, SCAG has funded various projects that include pre-approved ADU plans, creation of housing trust funds and enhanced infrastructure financing districts (EIFDs), toolkits for affirmatively furthering fair housing (AFFH), toolkits for redevelopment of underutilized lands, and education that empowers decision-makers to address their local housing challenges.

Since receiving REAP funding, SCAG developed frameworks and advanced projects across three main program areas: (1) Partnerships & Outreach, including the Subregional Partnership Program (SRP); (2) Regional Housing Policy Solutions, and (3) Sustainable Communities Strategy (SCS) Integration. All projects except for one were completed in mid-2024; the remaining project was completed in October 2024.

Needs, Challenges and Limiting Factors

Through the administration of the REAP program, it became abundantly clear that there is a great need for funding and technical assistance that is geared towards supporting local jurisdiction in establishing the necessary policy environment, projects, and programs that allows them to achieve the 6th cycle RHNA and the State's policy goals. There were several challenges in developing housing planning policies and programs in the SCAG region, which affected various stages of the implementation of REAP programs and projects. Primarily, there was a lack of precedent for both a regional Housing Program coupled with the sheer amount of dedicated funding for housing planning, which impacted the procurement process and, subsequently, project starts. Another challenge was the sheer size of the SCAG region and the variation of capacity and needs across the region. Delivering consistent levels of service and addressing the various levels of constraints among local jurisdictions and subregional partners was challenging when implementing programs. This included developing a template memorandum of understanding (MOU) that all subrecipients could utilize for REAP projects at the start of the program, as well as ensuring adequate staffing and technical assistance across wide and varied needs and sophistication levels of the municipalities across the region, which represented almost 40 percent of the total jurisdictions in the state.

As noted above, the amount of funding for housing planning across the state was unprecedented, which made competition for consultant teams difficult. Coupled with the impacts of the COVID-19 pandemic on the job market, the procurement process was challenging. Some projects received few, or even zero, bids. Some consultants, particularly those participating through SCAG's On Call Services (OCS) contracts, indicated they were at capacity and could not bid on additional work. This resulted in projects being re-released to a broader network of consultants outside the OCS and, subsequently, a longer procurement process and delayed project starts. Many of the SRP projects that were affected by the late project start date took advantage of the one-year REAP program extension provided by SB 197 (2022), and all projects were completed at the time the closeout report was submitted to HCD in Fall 2024 .

The development of Tax Increment Financing (TIF) Districts within the REAP Program expenditure deadline, while a tremendous advantage to the region, was also challenging. SCAG funded seven (7) TIF projects across the region. One of the main obstacles was receiving buy-in from some jurisdiction's departments that may be impacted by the establishment of a TIF. Departments may have competing priorities, and some may be more sensitive to the impact on the general fund because of the diversion of future tax revenue to a TIF fund. Furthermore, building partnerships with and collaborating with entities possessing property taxing such as counties was difficult due to several factors, including divergent priorities, concerns about local control on the part of jurisdictions, and lack of updated and coherent TIF policies at the county level. Despite these challenges, two (2) EIFDs, a type of TIF, were successfully formed by Fall 2024, and four (4) more advanced feasibility studies.

Finally, as of the date of this report, 166 jurisdictions within the SCAG region have an adopted compliant housing element, and 12 have adopted housing elements but are not yet compliant. The remaining jurisdictions have submitted at least a draft housing element to HCD and two (2) are under review. While many jurisdictions benefitted from technical assistance projects to support housing element development, due to the timing of REAP expenditure deadline, those that are still not compliance were unable to take advantage of further technical assistance after the close of the REAP program in June 2024.

Opportunities and Solutions

SCAG made significant efforts to reach out to various partners and stakeholders to ensure that local constraints and opportunities were built into various REAP programs. The establishment of the On Call Services (OCS) “bench” of consultant contracts streamlined the project procurement process for projects that SCAG procured consultants for, and several subrecipients elected to use SCAG’s OCS for their subregional projects. Project managers also provided technical assistance to subregional partners to troubleshoot procurement issues, such as consolidating projects and tasks and strengthening scopes of work, to ensure quality deliverables and timely project completion. Cross-collaboration among partners was also encouraged and resulted in a joint project among multiple subregional partners that had a common focus on ADUs.

SCAG project managers also encouraged some subrecipients to not only consolidate proposed projects, but to also focus on housing element technical assistance when possible. Many implementation-oriented programs under REAP, such as

rezoning efforts and outreach, laid the groundwork so that programs were ready to implement once housing elements were found in compliance and adopted by jurisdictions.

Goals

In 2024, SCAG prioritized working closely with local partners to ensure all projects were implemented and completed by the program deadline. SCAG staff continued to monitor project metrics to ensure that the implementation of plans, programs, and policies led to an acceleration of housing production throughout the 6th cycle planning period. Lessons learned from REAP will continue to guide SCAG's ongoing efforts to implement the REAP 2.0 program.

Project Highlights, Achievements, and Best Practices:

Project Highlights and Achievements

Partnerships & Outreach

In 2024, SCAG's work on the Partnerships & Outreach program focused on the successful completion and close-out of all SRP projects. The SRP subprogram allocated approximately \$23 million to more than 70 projects. This program reflects an approach for neighboring cities to work together to address common barriers to housing. One element that made the SRP program unique from other REAP programs administered by SCAG was that it allowed a greater level of autonomy to subregions in both project scope development and management. By allowing each grantee to take a larger and more active role in overseeing their projects, SCAG was able to facilitate a broader number of projects while simultaneously providing support to the distinct subregions within the SCAG region that was more tailored to their individual needs. The SRP program ultimately resulted in a number of plans, policies, and activities that were either adopted by local entities or served to inform future work. Notable projects completed in 2024 include:

- Orange County Council of Governments (OCCOG)/Gateway Cities Council of Governments (GCCOG)/Ventura Council of Governments (VCOG) Cross-regional Accessory Dwelling Unit (ADU) Communication Toolkit – a multi-regional collaborative project to enable jurisdictions to educate the public about opportunities for ADU production and meet common goals.

- County of Imperial Colonias Housing Infrastructure Needs Assessment – an assessment of infrastructure needed and identification of funding opportunities to increase housing stock in the unincorporated Colonias of the County.
- San Bernardino County Transportation Authority/Council of Governments (SBCTA/SBCOG) Infrastructure Pilot Toolkit – a county-wide SB 1000 Toolkit for local jurisdictions that provides guidance regarding environmental justice in local land use planning.
- LA Housing Department Affirmatively Furthering Fair Housing (AFFH) and Assessment of Fair Housing (AFH) – an assessment of fair Housing that will inform long-term plans and programs for the siting and production of affordable housing, implement displacement reduction strategies and eliminate concentrated poverty and segregation in low-income neighborhoods throughout the City of Los Angeles.

Housing Policy Solutions (HPS) Program

SCAG successfully completed the Regional Housing Policy Solutions program in 2024. This program focused on housing-supportive policies and fiscal innovations, covering development of our 6th cycle RHNA methodology, facilitating innovative data tools and technical support, and funding best practices for streamlining and supporting housing production. In contrast to the SRP program, where SCAG was in a primarily supportive role helping local agencies to manage and find success in their own individual projects, the Housing Policy Solutions (HPS) program was more directed at providing and developing a strong regional foundation for housing and housing-supportive projects to later succeed. All HPS projects were completed by October 2024. Notable projects completed in 2024 include:

- Grant Writing Technical Assistance
 - This project provided direct technical assistance to jurisdictions and Tribal Governments seeking funding for housing supportive activities, such as HCD's Infill Infrastructure Grant and Project Homekey.
 - Applications were accepted by SCAG on a rolling basis.
 - The project was completed in June 2024.
- Tax Increment Financing (TIF)
 - This project provided technical assistance to the County of Imperial and City of Barstow to advance the establishment of innovative self-help financing districts like EIFDs that can accelerate housing production.

- The project produced a tax increment funding model, general fund fiscal impact model, and refined lists of infrastructure projects that will be implementable for the two jurisdictions participating.
- Work was completed in February 2024.
- Affordable Housing Preservation Strategy
 - This project developed a series of recommendations for a comprehensive preservation program.
 - As part of the project, the consultant produced a series of deliverables including a cost-benefit analysis tool and a white paper, which identified the state, regional, and local initiatives that would be needed for a robust approach to increasing naturally occurring affordable housing stock.
 - In February 2024, the Consultant convened a final meeting with the Preservation Advisory Committee.
 - The project was completed in April 2024.

Sustainable Communities Strategy (SCS) Integration

This program was designed to provide resources and direct technical assistance to jurisdictions to complete local planning efforts that both accelerate housing production as well as enable implementation of the Sustainable Communities Strategy (SCS) of Connect SoCal. To maximize technical assistance opportunities in the region, SCAG bundled all of the program's 26 applications across 3 project types: (1) Advancing Accessory Dwelling Unit (ADU) Implementation; (2) Housing Sustainability Districts, Workforce Housing Opportunity Zones, and Housing Supportive Tax Increment Finance Districts; and (3) Objective Development Standards for Streamlined Housing, Prohousing Designation Program and Parking Innovation. Projects were arranged under 12 different program bundles based on similar project outcomes and deliverables. In addition to promoting cross-jurisdictional collaboration, bundling also supported cost savings from procurement and combined consultant work. All projects kicked off by mid-2022 and reached completion at various dates through June 2024. Notable projects completed in 2024 include:

- ADU Project Bundle
 - ADU projects focused on lowering the cost for individual property owners to develop ADUs by providing various tools to guide them through the process and indirectly lower the overall cost of developing an ADU.

- Tools varied by project bundle and city, but included individualized products such as an ADU cost estimator, checklists for review, handbooks, and prototype designs and options.
- In 2024, the cities of Buena Park, Paramount, and Sante Fe Springs adopted new ADU ordinances.
- All REAP ADU projects were completed by May 2024.
- Enhanced Infrastructure Financing District (EIFD) Project Bundle
 - Highlighted project metrics include the adoption of a resolution of intention to establish an EIFD for four cities with potential to capture approximately \$3.1 billion to fund housing production, public facilities, infrastructure, parks, and economic development efforts.
 - Project work was completed in February 2024.
 - In 2023, The City of Covina established an EIFD. The City of Yucaipa successfully established an EIFD in 2024 and has identified potential projects for funding.
- Partnership for Housing Acceleration (LA Metro)
 - The MOU was executed in January 2022
 - Three (3) Metro projects were developed, Part A: Joint Development Strategy, Part B: Community Collaboration for Equitable Housing Acceleration, and Part C: Innovative Housing Solutions
 - Project resulted in streamlining efforts for an estimated 10,000 housing units, up to 50% of which would be restricted to affordable rents.
 - Part A was completed in December 2023, and Part B and C were completed in April 2024.
- Metrolink Transit Oriented Development (TOD) Study
 - SCAG and Metrolink entered into a partnership in 2022 through an MOU to identify and encourage transit-oriented housing production opportunities throughout Metrolink's network and around its stations
 - After an outreach process, ten (10) cities expressed interest in joining the study, of which nine (9) were selected in April 2023.
 - Each of the final nine (9) cities were engaged to develop housing development strategies for the final station areas
 - The project was completed in June 2024.

- Metrolink received REAP 2.0 funds to create specific plans to pursue infill development, building on the success of this project.

Best practices

Engagement of stakeholders

SCAG conducted extensive outreach with stakeholders and partners to create guidelines for various projects. This helped them identify opportunities to address constraints while developing regional programs. One such program is the Call for Collaboration project, which aims to promote equity in housing planning and facilitate deeper engagement through local non-profits and community-based organizations (CBO). The program leverages REAP funds and funding from three foundations. The primary partner procured a technical assistance consultant to support project management and program guidance to grantees. Quarterly meetings were held with grantees to ensure timely completion of the project. This project is a great example of how collaboration with stakeholders and partners at the community-level can help create effective regional programs that address local needs and constraints while promoting equity in land use decision making.

Additionally, the HPLA project required participants in groups to prepare housing policy proposals to increase housing production in their communities. These proposals included establishing rezoning initiatives, specific plan overlay zones, and strategies for surplus lands. Several participants indicated interest in pursuing these efforts beyond the class. In one instance, a group whose proposal was to create a pilot program for a limited equity housing co-op, decided to pursue their proposal outside of HPLA and received \$250,000 in grant funding to move their proposal forward.

Building support for housing through subregional collaboration

The SRP Program was designed to assist jurisdictions in implementing their 6th cycle Regional Housing Needs Assessment (RHNA) allocation. The program links available funding to the RHNA allocations, and projects are conducted at the subregional level to consider local planning constraints and supplement local projects funded through Senate Bill 2 (SB 2) and Local Early Action Planning (LEAP) funding. Some subregional partners used SCAG's On Call Services to simplify consultant procurement. SCAG project managers have provided technical assistance to subregional project

managers on procurement issues, such as developing scope of work, reviewing proposals, and consolidating efforts. Peer-to-peer collaboration meetings were held to promote cross-regional collaboration on common projects, including accessory dwelling units, housing finance, and inclusionary zoning. Subregional partners and jurisdictions using LEAP and SB 2 funding for similar projects have participated in four meetings earlier in the program. SCAG staff has provided a shareable resource site for participants, which includes webinars, toolkits, and templates. These collaborative efforts have resulted in three subregions combining resources to develop a joint ADU project that is nearing completion.

Technical assistance outcomes

The Connect SoCal strategies, which focus on job and transit access, have been linked to the 6th cycle RHNA methodology. To facilitate accelerated housing production and enable implementation of Connect SoCal, the SCP-HSD technical assistance has been designed to provide support to jurisdictions. Toolkits, such as the final deliverables from the Other-to-Residential Toolkit and Development Streamlining projects, can help jurisdictions implement their housing elements by rezoning previously unavailable sites and streamlining the development process. Additionally, housing element updates benefited from direct technical assistance, and many housing elements that took advantage of technical assistance opportunities have been adopted and found in compliance.

Establishment of On Call Services

SCAG successfully established On Call Services (OCS) for REAP funded projects to streamline the procurement of consultant resources. This resulted in the creation of a pre-qualified consultant bench across five disciplines, making it easier to access professional services. The program saw the successful completion of 31 procurements, including six under the Subregional Partnership Program. The OCS process has saved a significant amount of time in procuring professional services, enabling teams to focus more on project work. Overall, the REAP program has proven to be an efficient and effective way to manage consultant resources.

Status of Activities:

Activity Category	General Description	Amount Allocated	Cumulative Amount Expended	Timing	Status	Regional Impact on Housing
Improved RHNA Methodology/ Allocation	Improving 6th cycle RHNA methodology and ensuring Final Plan is consistent with methodology	\$1,947,776.00	\$1,947,775.13	10/1/19 - 12/31/24	Completed	Emphasizes housing need in job and transit accessible areas, distribution of need for 1,341,827 units; increase of affordable housing need in areas with high access to resources and capping housing need in areas designated as low access to resources or disadvantaged
Partnerships & Outreach	Suballocations; Call for collaboration; Local leadership academy; Pro-housing campaign	\$27,222,180.00	\$27,222,179.25	10/1/19 - 12/31/24	Completed	Increased education to accelerate housing production; promotion of social equity in housing planning; building pro-housing coalitions; 600,000-735,000 total estimated housing units built for all REAP programs
Regional Housing Policy Solutions	Data Tools, University Partnerships, Policy Briefs, Panel Honorariums	\$2,522,279.00	\$2,522,278.98	10/1/19 - 12/31/24	Completed	Assistance to implement 6th cycle RHNA and housing elements; 600,000-735,000 total estimated housing units built for all REAP programs
SCS Integration	SCS Housing & Sustainable, Development TA Grants, LA Metro & Metrolink Partnerships, Priority Growth Area Strategies	\$11,510,479.00	\$11,510,478.04	10/1/19 - 12/31/24	Completed	Implementation of RHNA and Connect SoCal strategies; 600,000-735,000 total estimated housing units built for all REAP programs
Administration (Subject to 5% Cap)	Applications, invoicing, reporting	\$1,063,750.00	\$1,063,749.66	10/1/19 - 12/31/24	Completed	
Project Management (Not subject to 5% Cap)	Overall program project management	\$3,204,559.00	\$2,959,083.09	10/1/19 - 12/31/24	Completed	

Total		\$47,471,023.00	\$47,225,544.15			
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Summary of Indicators of Housing Production*:

HCD post-submission corrections

2019

Housing Production Indicator	Baseline Year	2021	2022	2023	2024	Cumulative*	Notes
Building Permits	51,630	44,295	55,577	53,429	TBD 51,339	153,987	Pending 2024 permitting data from HCD's Housing Element APR data portal
Planned unit count	0	0	11,689	14,204	TBD	25,893	Pending 2024 permitting data from HCD's Housing Element APR data portal
Outreach meetings	0	95	1,455	31	0	1,581	Includes public meetings and outreach events
Meeting participants	0	3,400	16,693	10,441	3,503	34,037	
Number of Events/Meetings	0	0	667	812	79	1,558	Internal and target stakeholder meetings
Number of Elected Officials/Decision Maker Participants	0	0	564	211	974	1,749	
Tool downloads and website hits	0	5,162	73,693	119,835	57,368	256,058	Includes video views
Social media engagement	0	59,321	2,012	18,538	546,270	626,141	
Leadership Academy participants	0	235	235	0	0	235	A total of 430 applications were submitted for 8 cohorts
Housing Forum participants	0	297	697	0	0	994	
Jurisdictions receiving housing element and sites inventory technical assistance	0	41	40	49	35	165	
Sites inventoried and rezoned	0	3,300	250	3,550	74,793	81,893	

Certificates of Occupancy 34,896

52,983

Completed Entitlements 56,944

67,126

Programs adopted that increase access to fair housing	0	63	60	17	39	179	Policies include those related to housing elements and AFFH
Jurisdictions using infrastructure, CEQA, and other toolkits	0	15	25	15	25	80	
ADUs permitted	0	13	641	64,563	TBD	65,217	Pending 2024 permitting data from HCD's Housing Element APR data portal
Pre-approved plans designed and approved	0	26	26	13	0	65	
Time saved from ADU permitting process	36 to 128 days on average to permit an ADU	n/a	13 to 204 days on average to permit an ADU	60 to 88 days on average from submittal to entitlement; 176 to 232 days on average from entitlement to permit.	60 to 88 days on average from submittal to entitlement; 176 to 232 days on average from entitlement to permit.	N/A	
Housing Trust fund Revenue Sources Evaluated		0	45	7,356	9	7,410	
Number of affordable housing units identified in pipeline		0	3,940	8,084	TBD	12,024	Pending 2024 permitting data from HCD's Housing Element APR data portal
Number of Training Session Participants and Materials	0	0	38	259	0	307	
Housing Grant Funds Awarded		0	9	9	1	19	
Housing Loan Documents Generated		0	15	4	0	19	

Regional Model Inclusionary Ordinances & Other Ordinances		0	14	14	5	33	
Public Surveys		0	7	0	0	7	
Public Survey Respondents		0	741	0	0	741	

**These indicators are an aggregate of metrics across various REAP programs. Not all programs report the same metrics.*

*** Cumulative total metrics from 2021 to 2024 presented as this a more accurate reflection of the impact of the REAP Program*

Data Sources: Subregional Partnership Program Quarterly/Annual Reports & Project Closeout Metric Collection.

Additional Information:

Many projects, particularly SRP projects, aim to accelerate housing production throughout the 6th cycle RHNA. For this reason, an increase to the overall housing supply because of REAP-funded programs may not be immediately reflected in permitting or building activity. SCAG anticipates some delay between project completion and correlated housing construction due to the establishment of new permitting processes, implementation of improved programs, and variable market conditions. In addition, there has been considerable delay for SCAG jurisdictions in adopting a compliant housing element, which has resulted in delays to required rezoning need to accommodate the 6th cycle RHNA. SCAG anticipates that most jurisdictions are now able to focus on rezoning sites to accommodate the 6th cycle RHNA since having their respective housing elements adopted and found in compliance by HCD.

Upon the submission of this report, SCAG has expended more than 99% of its REAP funds. All subrecipient projects were completed by October 2024 and SCAG staff have successfully closed out all REAP projects.