

Addendum 1 of the Let's House Hayward! Strategic Plan provides a detailed implementation summary table, which captures estimated staff time and contract expenses as well as the targeted timeline for each activity in the plan. Table 1 provides an update on the implementation status of each activity. Information in the "Year 1 Phase" column is from Addendum 1. It is the planned status of each activity for Fiscal Year 2021-2022. Information in the "Status" column provides an update on the status of that activity implementation:

- On track – this activity is being implemented as planned for FY22
- Not on track – this activity is behind its intended schedule for FY22
- Ahead of schedule – this activity is further along in its intended implementation schedule for FY22
- Completed – this activity finished implementation in FY22

Additionally, activities funded through the City's American Rescue Plan Act (ARPA) allocation are identified in the table below with an asterisk (*).

Table 1. Let's House Hayward! Strategic Plan Implementation Update

| Strategy | Year 1 Phase | Status |
|--|---|----------------------|
| Strategy 1.1: Formalize Interdepartmental and Interjurisdictional Partnerships | | |
| 1.1a | Continue to leverage the City's cross-departmental collaboration around encampment response. | Begin implementation |
| 1.1b | Provide quarterly updates on Let's House Hayward! Strategic Plan progress, including updates from City coordination groups and solicit ongoing feedback and collaboration with non-profit homeless service providers and people with lived experience, including peer to peer networking opportunities. | Begin implementation |
| 1.1c | Utilize the Homelessness Response meeting to coordinate implementation and evaluation of the Strategic Plan across City departments, including advising on feasibility of projects. | Begin implementation |
| 1.1d | Formalize partnership between the City Manager's Office and Hayward Unified School District to strengthen resources for unhoused school-aged children and their families. | Not active |
| 1.1e | Formalize partnership between the City Manager's Office and local community colleges including California State University (CSU) East Bay and Chabot College to address youth homelessness. | Not active |
| Strategy 1.2: Develop Funding and Evaluation Strategy Reflecting Community Priorities Identified in this Strategic Plan | | |
| 1.2a | Conduct further research on different revenue options, including state and federal funding and private philanthropy and apply for funding that aligns with Strategic Plan action steps. | Research/Planning |

| Strategy | | Year 1 Phase | Status |
|--|---|------------------------|---------------------|
| 1.2b | Align funding priorities with Strategic Plan priorities including federal entitlement funds, departmental budgets, and contracts with providers. | Research/Planning | On track |
| 1.2c | Continue refining clear funding application, award, and oversight processes, including integrating racial equity and program evaluation metrics. | Research/Planning | On track |
| 1.2d | Build infrastructure for data analysis to test efficacy of Strategic Plan projects. | Implementation ongoing | On track |
| 1.2e | Ongoing evaluation and updating of goals to reflect changing community needs, including specific needs of subpopulations. | Not active | On track |
| 1.2f | Ongoing reporting on milestones to community stakeholders. | Begin implementation | On track |
| 1.2g | Ongoing Plan updates to reflect evaluation findings and changing community needs, funding availability. | Not active | On track |
| Strategy 1.3: Educate and Engage the Community Regarding the Homeless System of Care | | | |
| 1.3a | Develop a public education campaign to educate the Hayward community about ongoing homelessness efforts and how the homeless system of care operates. | Not active | On track |
| Strategy 2.1: Expand Housing-Focused Shelter Capacity | | | |
| 2.1a | Continue oversight and management of the Navigation Center.* | Implementation ongoing | On track |
| 2.1b | Continue oversight of Navigation Center Annex through current contract term.* | Implementation ongoing | On track |
| 2.1c | Expand Navigation Center Annex to provide up to 35 units of non-congregate shelter for medically vulnerable residents.* | Begin implementation | On track |
| 2.1d | Continue current City-sponsored shelter programming. | Implementation ongoing | On track |
| 2.1e | Expand existing winter shelter so it can operate all year round.* | Begin implementation | On track |
| Strategy 2.2: Develop Homeless Crisis Response Services to Protect Dignity and Health of Unsheltered Households | | | |
| 2.2a | Develop funding for and explore feasibility of a sanctioned camp site with progressive engagement services and community education campaign. | Research/Planning | Not on track |
| 2.2b | Develop funding for and facilitate the development of a safe parking site with progressive engagement services, including for those living in RVs. | Research/Planning | On track |
| Strategy 2.3: Develop and Test Innovations to Improve Outreach and Engagement | | | |
| 2.3a | Provide trauma-informed training for City staff and contracted service providers with contact with residents experiencing homelessness. | Begin implementation | Not on track |

| Strategy | | Year 1 Phase | Status |
|--|--|------------------------|--------------------------|
| 2.3b | Provide racial equity training for City staff with contact with residents experiencing homelessness. | Begin implementation | On track |
| 2.3c | Increase City and County partnership for Coordinated Entry, including organizing providers to make HMIS/CES recommendations to the Continuum of Care (CoC). | Research/Planning | On track |
| Strategy 2.4: Increase Diversity and Availability of Holistic Supportive Services | | | |
| 2.4a | Develop funding for and explore feasibility of a supporting resource center to expand drop-in/day use.* | Not active | Ahead of schedule |
| 2.4b | Continue General Fund and CDBG entitlement funding of non-profit agencies that provide homelessness prevention and supportive services.* | Implementation ongoing | On track |
| 2.4c | Support implementation of identified policy innovations workshop solutions for mental health response to improve outreach options for individuals who are homeless and experiencing mental health crises. | Not active | Ahead of schedule |
| 2.4d | Collaborate with the City's Economic Development Division to increase access to employment services and support a local workforce pipeline. | Not active | On track |
| 2.4e | Use results of 2022 PIT to identify and prioritize supportive services (reentry, mental health, transition aged youth, mobile medical team, domestic violence, substance abuse, etc.) needs for future City-funded programs. | Not active | On track |
| Strategy 2.5: Support Providers and Staff Capacity to Deepen Impact of Services | | | |
| 2.5a | Explore opportunities to support contracted providers and City staff to deepen impact of services and support sustainability of providers by preventing burn-out and staff turnover. | Not active | On track |
| Strategy 3.1: Continue to Invest in Eviction Prevention and Anti-Displacement Resources | | | |
| 3.1a | Continue implementing Residential Rent Stabilization and Tenant Protection Ordinance. | Implementation ongoing | On track |
| 3.1b | Continue implementing expanded COVID-19-related rent mediation services and connecting low-income residents and small landlords to County Emergency Rental Assistance Program. | Implementation ongoing | Completed |
| 3.1c | Continue to provide resources for home repair to prevent displacement of very-low-income households, and mediation services, including expanding services as funding allows. | Implementation ongoing | On track |
| 3.1d | Identify funds for and develop a shallow subsidy program/ongoing rental assistance for extremely low income and high rent burden households.* | Begin implementation | On track |
| 3.1e | Develop and implement a program to assist land trusts or non-profit orgs acquire tax defaulted properties.* | Research/Planning | On track |

| Strategy | | Year 1 Phase | Status |
|---|--|------------------------|--------------------------|
| 3.1f | Provide flex funds, including one-time financial assistance for diversion and problem-solving program. | Not active | On track |
| 3.1g | Ensure that City's prevention programs (rent relief, shallow subsidy, flex funds) are accessible in multiple languages and conduct outreach that meets people where they're at to provide resources that prevent eviction and displacement. | Research/Planning | On track |
| Strategy 3.2: Prioritize the Development of Housing Targeted to People Experiencing Homelessness | | | |
| 3.2a | Continue streamlining development process for building affordable housing units, including those that are affordable by design, to reduce the need for a subsidy. | Implementation ongoing | On track |
| 3.2b | As part of the Housing Element development, identify zoning barriers to implementing innovative shelter and housing models, such as tiny homes, safe parking, safe camping, and multi-unit development in City planning codes and ordinances. | Begin implementation | On track |
| 3.2c | Continue leveraging partnerships between non-profit housing developers, County, and regional jurisdictions to support the creation of hotel conversion projects by community-based entities. | Research/Planning | On track |
| 3.2d | Continue to support affordable housing projects that utilize innovative affordable housing strategies (i.e. tiny homes, factory built housing, and other models) and encourage developers to incorporate individuals with lived experience in the process. | Implementation ongoing | On track |
| 3.2e | Leverage the City's relationships with landlords and providers to support identification and reduction of barriers to participation in Rapid Rehousing programs. | Research/Planning | Not on track |
| 3.2f | Evaluate the Affordable Housing Ordinance's effectiveness in providing affordable housing opportunities to prevent displacement of Hayward residents and create housing opportunities for individuals experiencing homelessness in connection with analysis related to the private sector's ability to produce such units. | Not active | Ahead of schedule |
| 3.2g | Continue prioritizing inclusion of permanent supportive units for extremely low-income households in the City's Notice of Funding Availability and City-subsidized affordable housing development. | Implementation ongoing | On track |