

ITEM #2


Provide Feedback on Let's House Hayward! Strategic
Plan Implementation Strategy and Federal Stimulus
Homelessness Expenditure Recommendations



Provide Feedback on Let's House Hayward! Strategic Plan Implementation Strategy and Federal Stimulus Homelessness Expenditure Recommendations

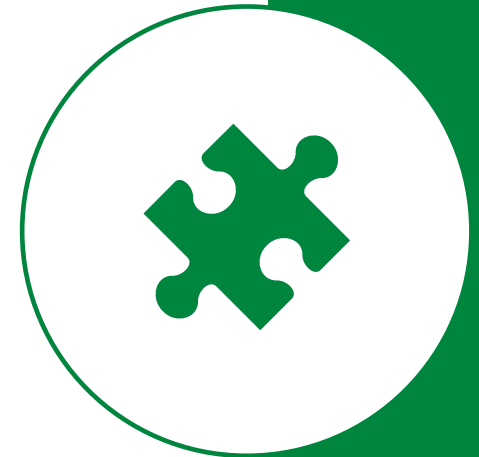
Homelessness-Housing Task Force | June 3, 2021
Amy Cole-Bloom, Management Analyst
Jessica Lobedan, Acting Community Services Manager

Agenda

- 
- Let's House Hayward Implementation Strategy
 - American Rescue Plan Act Stimulus Funding
 - Integrating Council Feedback from April 20, 2021
 - Discussion

Recommendation

That the Homelessness-Housing Task Force (HHTF) provide input on the Let's House Hayward! Strategic Plan draft Implementation Strategy and Federal stimulus homelessness expenditure recommendations.



Let's House Hayward! Timeline

January 28, 2020

- Council approves Strategic Roadmap, which includes Homelessness Reduction Strategic Plan in Year 1

September 22, 2020

- Council approves contract with Homebase to develop Let's House Hayward! Strategic Plan

November 17, 2020

- Steering Committee Kick-Off Meeting

December 3, 2020

- Listening session with Homelessness-Housing Task Force

December 16, 2020

- Listening session with Community Services Commission

January 19 & 20, 2021

- Community Planning Summit and Work Sessions

April 20, 2021

- City Council Work Session for feedback

May 3 & 5 & 7, 2021

- Steering Committee meetings

June 3, 2021

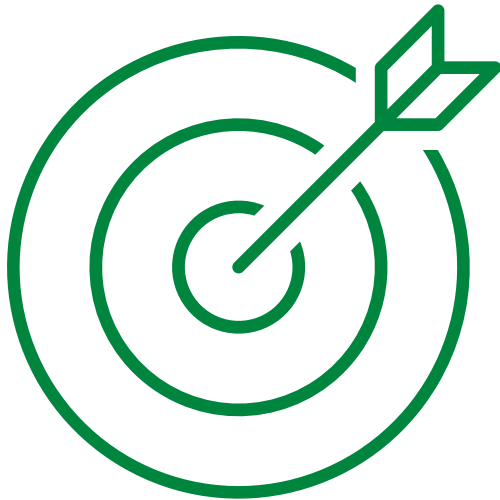
- Homelessness & Housing Task Force feedback

July 13, 2021

- City Council LHH Plan adoption

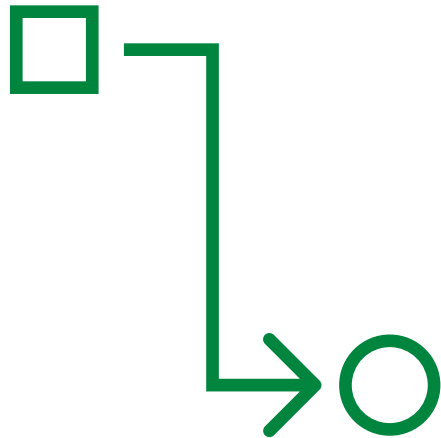
Implementation Strategy

LHH Goals



- **Goal 1:** Formalize a Coordinated and Compassionate Citywide Response to Homelessness and Develop Wider Community Understanding and Engagement
- **Goal 2:** Increase Availability of and Reduce Barriers to Homeless Crisis Response Services
- **Goal 3:** Ensure Access to and Retention of Affordable Permanent Housing

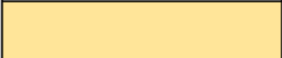
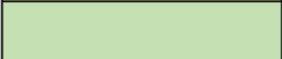


Goals, Strategies, and Action Steps



Each of the three overarching goals in the LHH plan have a series of strategies that are designed to achieve the goals.

In turn, each strategy is associated with action steps (like projects, programs, and policies) that line up with the strategy.

Implementation Strategy Legend

Color or Symbol	Meaning
	Research/Planning Phase
	Begin implementation of new or expanded activity
	Ongoing work to ensure continued implementation and evaluation
	Not currently active
*	While there are no contracted service costs, this Action Step still requires staff time and corresponding costs for staff time
**	This Action Step has additional one-time costs, such as capital expenses or implementation start-up costs that are not captured in the annual estimates
i	This Action Step is an existing City project/activity that was part of the City's work plan prior to the development of the LHH Strategic Plan
ii	This Action Step aligns with a project in the City's Strategic Roadmap

Goal 1:
**Formalize a Coordinated and
Compassionate Citywide Response to
Homelessness and Develop Wider
Community Understanding and
Engagement**

Strategy		Annual Staff Effort		Annual Contracted Services Costs	Years				
		CSD FTE	Other City FTE		Y1	Y2	Y3	Y4	Y5
Strategy 1.1: Formalize Interdepartmental and Interjurisdictional Partnerships		.70	.85	Staffing costs only					
1.1a	Continue to leverage city's cross-departmental collaboration around encampment response. [!]			*					
1.1b	Provide quarterly updates on Let's House Hayward 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.			*					
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.			*					
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.			*					
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.			*					
Strategy 1.2: Develop Funding and Evaluation Strategy Reflecting Community Priorities Identified in this Strategic Plan		1.10	0.0	Staffing costs only					
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.			*					
1.2b	Align funding priorities with strategic plan priorities including entitlement funds, departmental budgets, and contracts with providers.			*					
1.2c	Continue refining clear funding application, award, and oversight processes, including integrating racial equity and program evaluation metrics. [!]			*					
1.2d	Build infrastructure for data analysis to test efficacy of Strategic Plan projects			*					
1.2e	Ongoing evaluation and updating of goals to reflect changing community needs, including specific needs of subpopulations.			*					
1.2f	Ongoing reporting on milestones to community stakeholders.			*					
1.2g	Ongoing plan updates to reflect evaluation findings and changing community needs, funding availability.			*					
Strategy 1.3: Educate and Engage the Community Regarding the Homeless System of Care		.15	.15	\$50,000 + Staffing Costs					
1.3a	Develop a public education campaign to educate the Hayward community about ongoing homelessness efforts and how the homeless system of care operates.			\$50,000					

Goal 2:
**Increase Availability of and
Reduce Barriers to Homeless
Crisis Response Services**

Strategy		Annual Staff Effort		Annual Contracted Services Costs	Years				
		CSD FTE	Other City FTE		Y1	Y2	Y3	Y4	Y5
Strategy 2.1: Expand Housing-Focused Shelter Capacity		.85	.10	\$6.46M + Staffing Costs					
2.1a	Continue oversight and management of the Navigation Center. ^{i, ii}			\$2.3M					
2.1b	Continue oversight of Navigation Center Annex through current contract term. ⁱ			\$1M					
2.1c	Expand Navigation Center Annex to provide up to 35 units of non-congregate shelter for medically vulnerable residents.			\$2M					
2.1d	Continue current City-sponsored shelter programming. ⁱ			\$168,000					
2.1e	Develop funding for and expand existing winter shelter so it can operate all year round.			\$1M					
Strategy 2.2: Develop Homeless Crisis Response Services to Protect Dignity and Health of Unsheltered Households		.70	.60	\$1M					
2.2a	Develop funding for and explore feasibility of a sanctioned camp site with progressive engagement services and community education campaign.			\$500,000**					
2.2b	Develop funding for and facilitate the development of a safe parking site with progressive engagement services, including for those living in RVs.			\$500,000**					
Strategy 2.3: Develop and Test Innovations to Improve Outreach and Engagement		.50	.90	\$15,000 + Staffing Costs					
2.3a	Leverage policy innovations workshop to explore alternative outreach programs / outreach services expansion and implementation of recommendations and include individuals with lived experience to increase culturally competent outreach. ⁱ			*					
2.3b	Provide trauma-informed training for city staff and contracted service providers with contact with residents experiencing homelessness.			\$15,000					
2.3c	Provide racial equity training for city staff with contact with residents experiencing homelessness. ⁱ			*					
2.3d	Increase city and county partnership for Coordinated Entry, including organizing providers to make HMIS/CES recommendations to the Continuum of Care (CoC).			*					

Strategy		Annual Staff Effort		Annual Contracted Services Costs	Years				
		CSD FTE	Other City FTE		Y1	Y2	Y3	Y4	Y5
Strategy 2.4: Increase Diversity and Availability of Holistic Supportive Services		.65	3.10	\$180,000 + Staffing Costs					
2.4a	Develop funding for and explore feasibility of a supporting resource center to expand drop-in/day use.			*					
2.4b	Continue General Fund and CDBG entitlement funding of non-profit agencies that provide homelessness prevention and supportive services. ⁱ			\$180,000					
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.			*,**					
2.4d	Collaborate with the City's Economic Development Division to increase access to employment services and support a local workforce pipeline. ⁱⁱ			*					
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.			*					
Strategy 2.5: Support Providers and Staff Capacity to Deepen Impact of Services		.10	0	Staffing Costs Only					
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.			*					

**Goal 3:
Ensure Access to and Retention
of Affordable Permanent
Housing**

Strategy		Annual Staff Effort		Annual Contracted Services Costs	Years				
		CSD FTE	Other City FTE		Y1	Y2	Y3	Y4	Y5
Strategy 3.1: Continue to Invest in Eviction Prevention and Anti-Displacement Resources		.80	.85	\$1M + Staffing Costs					
3.1a	Continue implementing Residential Rent Stabilization and Tenant Protection Ordinance. ^{i, ii}			\$150,000					
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. ⁱ								
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. ⁱ			\$300,000					
3.1d	Identify funds to build shallow subsidy program/ongoing rental assistance for extremely low income and high rent burden households.			\$500,000					
3.1e	Develop and implement program to assist land trusts or non-profit orgs acquire tax defaulted properties. ^{i, ii}			*					
3.1f	Provide flex funds, including one-time financial assistance for diversion and problem-solving program.			\$50,000					
3.1g	Ensure that City's prevention programs (rent relief, shallow subsidy, flex funds) are accessible in multiple languages.			*					
Strategy 3.2: Prioritize the Development of Housing Targeted to People Experiencing Homelessness		.10	1.25	Staffing Costs Only					
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. ⁱ			*					
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. ^{i, ii}			*					
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. ⁱ			*					
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.			*					
3.2e	Leverage City's relationships with landlords and provider to support identification and reduction of barriers to participation in Rapid Rehousing programs.			*					
3.2f	Evaluate 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. ^{i, ii}			*, **					
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. ^{i, ii}			*					

American Rescue Plan Act Funding Recommendations

ARPA Funding Recommendations

- Of the \$38M that the City will receive through ARPA funding, staff recommend allocating approximately **\$11.75 million to Housing and Homelessness projects**
- Staff recommend allocating approximately \$7.5 million in federal stimulus funding towards homelessness projects
- **The proposed projects will address:**
 - **Increasing placements into permanent housing**
 - **Providing emergency shelter**
 - **Preventing future homelessness**
- The \$1 million contribution to the existing Hayward Navigation Center will help ensure fiscal stability as the City's budget recovers from the COVID crisis

ARPA Funding Recommendations: Homelessness Projects

Project	Recommended Stimulus Allocation	Implementation Year
Extend Hotel Annex Program	\$3,000,000	FY22 and FY23
Expand Winter Warming Shelter Year Round*	\$2,000,000	FY22 and FY23
Shallow Subsidy Homelessness Prevention	\$1,500,000	FY22, FY23, and FY24
Hayward Navigation Center Contribution	\$1,000,000	FY22 or FY23

*SHP Day Resource Center 1 Year Budget = \$600K; SHP Winter Shelter 1 Year Budget = \$1.04M

Integrating Council Feedback from April 20, 2021

Themes from April 20, 2021, Council Meeting

The plan lacks specific policy change, particularly for addressing eviction prevention and developing affordable housing

Regional partnerships and accountability need to be more explicit

The partnership with non-profit community-based agencies needs to be more explicit

Programs and policies in the plan should target specific subpopulations

The plan needs to include more context regarding who is homeless in Hayward

There is a significant need for day center services

The plan should look into aligning with other regional efforts, including the MTC/ABAG Plan Bay Area 2050

The plan should include long-term metrics for success

Let's House Hayward! Next Steps

- **July 13, 2021:** Staff will return to Council with a budget appropriation for expenditure of stimulus funding.
- **July 13, 2021:** Staff will incorporate feedback from the HHTF and return to Council for full adoption of the LHH plan. The full plan will be a compilation of the component pieces that Council and the HHTF have seen and reviewed, including vision, goals, strategies, action steps, implementation plan, and performance metrics.
- **Ongoing:** Staff will return to the Council for 6-month expenditure reviews on stimulus funding, including any further budget appropriations or amendments.

Discussion

Task Force Input

1. Provide feedback on the draft Implementation Strategy

- a. Are there Strategies or Action Steps missing?
- b. Do the timelines make sense?
- c. Are there other indicators of success to include?

2. *Provide feedback on the federal stimulus funding recommendations*

- a. Are there other projects that should be prioritized instead?*
- b. If so, what adjustments should be made?*

ITEM #3

Provide Comments on Proposed Federal Stimulus Housing Programs

Proposed Federal Stimulus Housing Programs



Overview

- Background
 - Federal Stimulus Funding
 - Hayward housing need & disparate impacts
 - COVID-19 policies and protections
- Proposed program discussion
 - Foreclosure Prevention Loan Program
 - Relocation Assistance Emergency Fund
 - Wealth Building/Reparations Program
 - Tax Defaulted and Foreclosed Property Acquisition Assistance Program
- Fiscal Impacts
- Next Steps
- Discussion

Recommendation

That the Homelessness-Housing Task Force (HHTF) review this report and provide input on the proposed federal stimulus housing programs.



Background

Federal Stimulus Funding

American Rescue Plan Act of 2021 (ARPA)

- April 27, 2021, Council authorized the acceptance of the Federal stimulus allocation to address the economic and fiscal impacts of the COVID crisis in the City of Hayward.
- The City is estimated to receive approximately \$38 million.
- Under the Community Safety & Economic Recovery Category, \$10 to \$14 million was identified for programs related to housing and homelessness.

Federal Stimulus Funding

American Rescue Plan Act of 2021 (ARPA)

- \$4.25 million recommend for housing programs.
- Stimulus expenditure plan to mitigate homelessness discussed in concurrent report.
- Staff will return to Council with a budget appropriation for expenditure of stimulus funding in July 2021 after Commission and Council committee review process
- Funding provided under the Federal stimulus must be fully expended by December 2024

The Bay Area housing crisis is felt most acutely by communities of color

- Intense displacement pressures exist due to increases in 1) rents and home values and 2) high-paying jobs that outpace housing production
- Black and Hispanic households spend more of their income on housing, making it difficult to save and accumulate wealth
- History of discriminatory housing policy and practices prevented Black households from gaining wealth and housing stability
- Housing discrimination, among other forms of racism, contributed to the significant racial wealth gap in the US
- COVID-19 will likely exacerbate existing disparities, as communities of color are more likely to live and work in higher risk neighborhoods and industries

City, County, and State responses to COVID-19 attempt to address disparate impacts of COVID-19

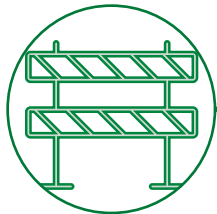
- Rental assistance programs
 - \$1.73M from City of Hayward has all been expended
 - Over \$60M from Alameda County currently being distributed
- Foreclosure prevention
 - \$75,000 from City of Hayward for foreclosure prevention education and one-on-one counseling
 - \$319,000 from City of Hayward for foreclosure prevention loan program

Proposed Stimulus Housing Programs

Recommended Stimulus-Funded Housing Programs



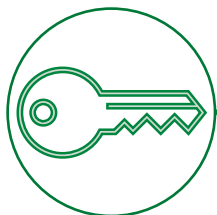
Foreclosure Prevention Loan Program for low-income homeowners in FY 2022 (\$1,000,000)



Relocation Assistance Emergency Fund for displaced tenants in FY 2022 (\$250,000)



Wealth Building Program as a potential reparations program (\$2,000,000)



Tax-Defaulted and Foreclosed Property Acquisition Assistance Programs to facilitate community ownership (\$1,000,000)

Foreclosure Prevention Loan Program

- **Purpose:** Supplement emergency CDBG-CV funds for loan program that pairs financial assistance with legal services to help homeowners maintain their homes.
- **Need:** With expiring forbearance protections, many low-income homeowners are at high risk for default or foreclosure on their homes.
- **Number Served*:** 60 low-income households
- **Proposed Funding:** \$1 Million

* *Estimate includes CDBG-CV funds*

Relocation Assistance Emergency Fund

- **Purpose:** Create emergency fund allowing City to make relocation assistance payments to tenants entitled in the Tenant Relocation Assistance Ordinance (TRAO) and State law. Staff proposes including cost recovery mechanism through lien or loan in cases where landlord is liable for assistance payments.
- **Need:** Significant public health risks of 1) displacement without financial assistance to support safe relocation and 2) living in unsafe or uninhabitable conditions.
- **Number Served:** Approximately 20 households
- **Proposed Funding:** \$250,000

Wealth Building/Reparations Program

- **Purpose:** Mitigate disparate financial impacts of COVID-19 that further widen the racial wealth gap by providing financial assistance and support developing financial goals.
- **Need:** Racial and ethnic minorities are over-represented in COVID-19 cases. Exacerbates existing economic disparities in wealth, income, education, and housing and food security.
- **Number Served:** TBD-Preliminary Concept. If supported, fully developed program will be presented to HHTF in FY 2023.
- **Proposed Funding:** \$2 million
- **Question:** Should the program be designed as a reparations program for Black households?

Wealth Building/Reparations Program

Examples of Direct Assistance

- Down payment assistance grants
- Home revitalization grants
- Other housing stabilization grants
- Commercial business assistance grants
- Education assistance grants

Goal development

- Housing counseling
- Financial planning
- Business and career counseling services

If supported as a reparations program, staff would develop the program through a community engagement process.

Tax Defaulted and Foreclosed Property Acquisition Assistance

- **Purpose:** Pilot program to provide financial assistance to help:
 1. Low- to moderate-income tenants living in foreclosed single-family homes acquire the property they reside in; and
 2. Community Land Trusts or non-profit housing providers acquire foreclosed and tax defaulted property
- **Need:** Would provide long-term stable housing options to address housing instability.
- **Number Served:** Approximately 6 units. Preliminary Concept. If supported, fully developed program will be presented to HHTF in FY 2023
- **Proposed Funding:** \$1 million

Next Steps

- Staff will return to Council with a budget appropriation for expenditure of stimulus funding in July 2021
- Staff will implement the following programs in FY 2022:
 - Foreclosure Prevention Loan Program
 - Relocation Assistance Emergency Fund
- Staff will develop programs the following programs and provide more detail for HHTF in FY 2023:
 - Wealth Building/Reparations Program
 - Tax-Defaulted and Foreclosed Property Acquisition Assistance Program
- Funding provided under the Federal stimulus must be fully expended by December 2024

Funding Summary

Project	Recommended Stimulus Allocation	Next Steps
Foreclosure Prevention Loan Program	\$1,000,000	Implement FY 2022
Relocation Assistance Emergency Fund	\$250,000	Implement FY 2022
Wealth Building/Reparations Program	\$2,000,000	HHTF Review Developed Program FY 2023
Tax-Defaulted and Foreclosed Property Acquisition Assistance Program	\$1,000,000	HHTF Review Developed Program FY 2023

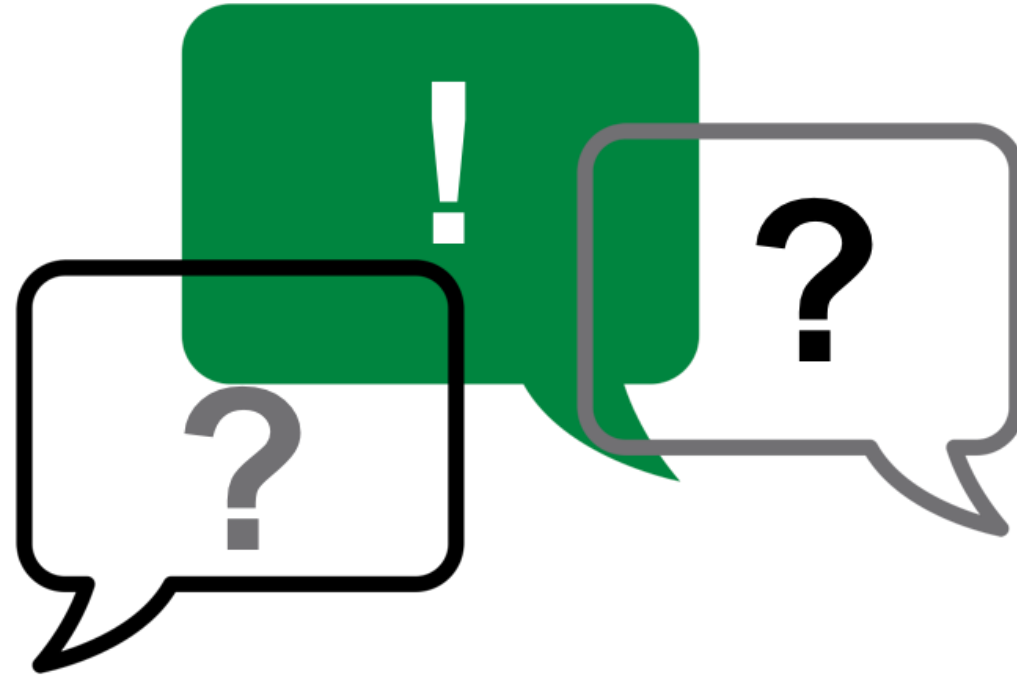
Discussion

1. Should the City use federal stimulus funds to:
 - Supplement the **Foreclosure Prevention Program**, and
 - Establish **Relocation Assistance Emergency Fund**?
2. Should the City further develop a Wealth Building Program?*
3. Should the Wealth Building Program be designed to provided reparations to Black community members?
4. Should the City further develop a Tax-Defaulted and Foreclosed Property Acquisition Assistance Program with financial assistance?*

*If supported, fully developed programs will be proposed in FY 2023

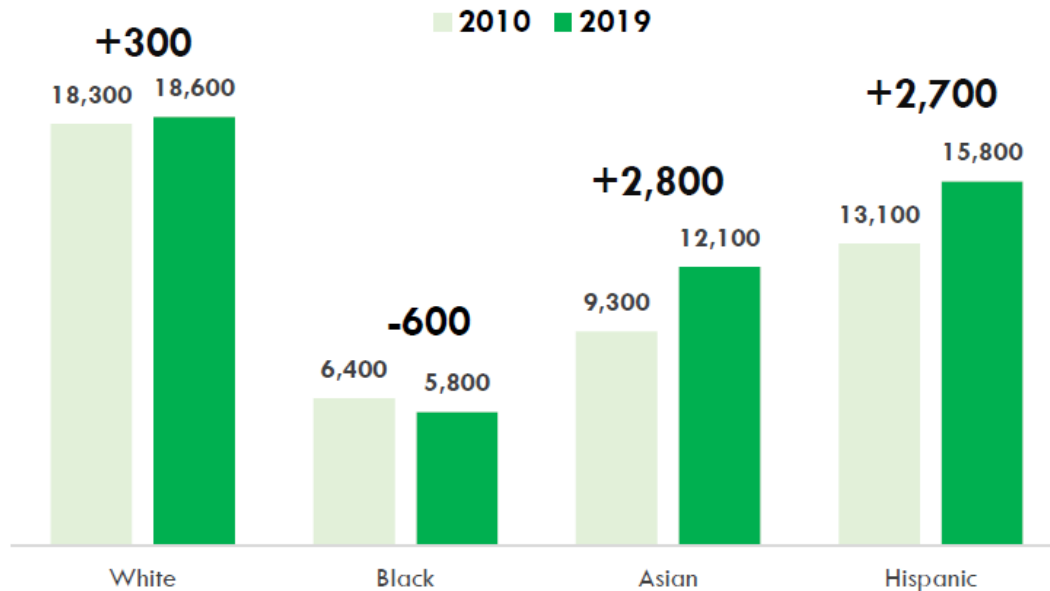


Questions and Discussion

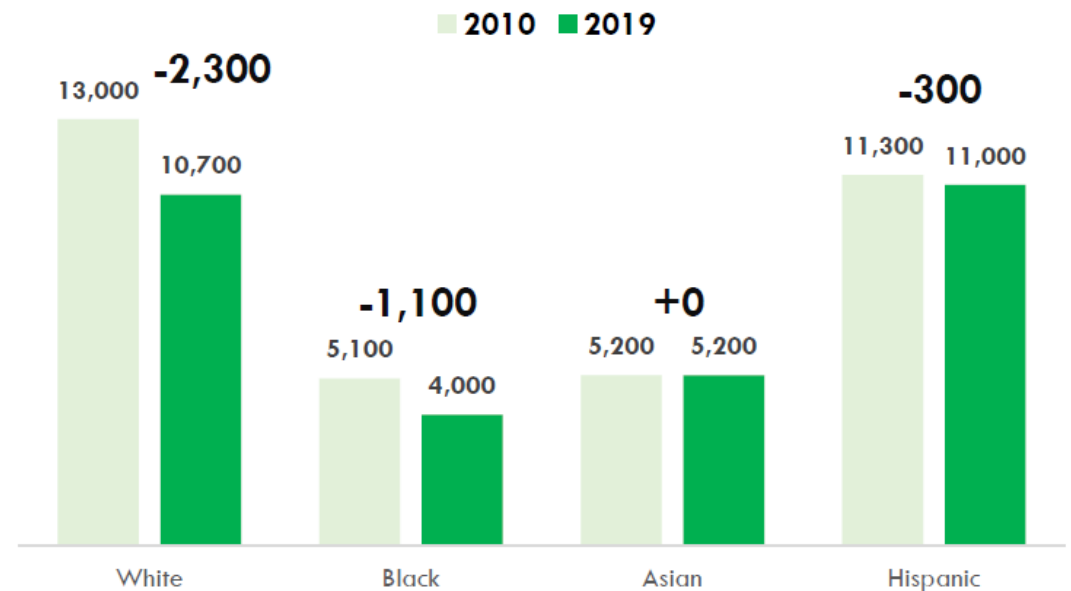


Change in Hayward Households by Race, 2010-2019

Change In Hayward Households by Race



Change In Hayward Households by Race <\$100K



Source: 2010-2019 PUMS 5-Year, 2010-2019 ACS 5-Year