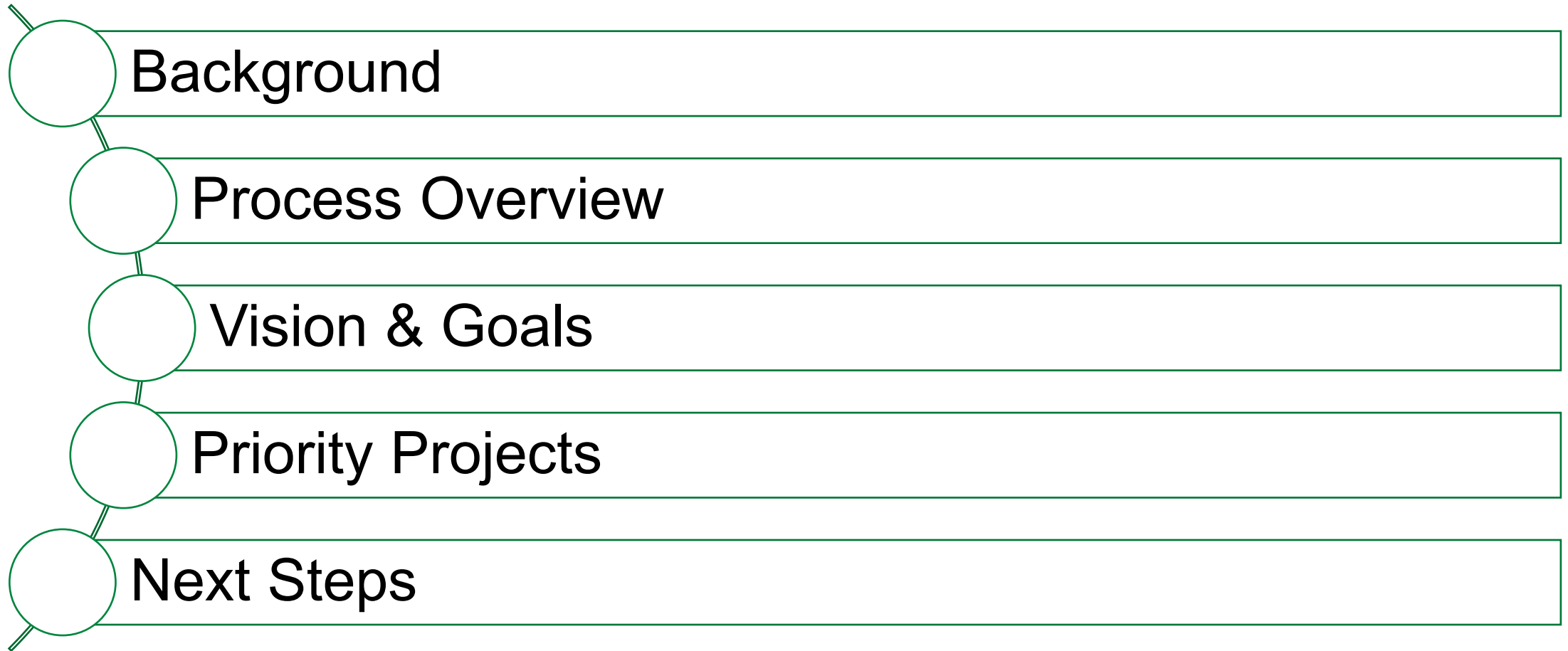


Let's House Hayward! Strategic Plan Update

City Council
April 20, 2021

Amy Cole-Bloom, Management Analyst

Overview



Recommendation

- Review and provide feedback on the vision, goals, and priority projects identified in the Let's House Hayward! Strategic Plan

Background

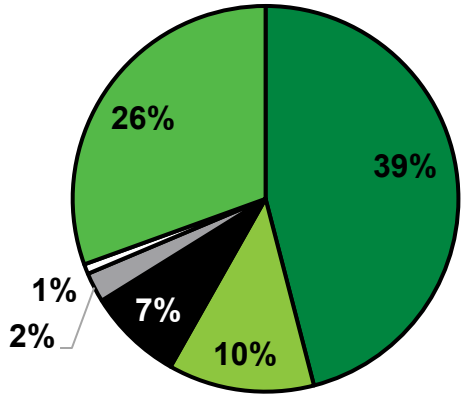
Homelessness in Hayward

- 23% increase in homeless population from 2017 to 2019
- 76% of individuals who are homeless in Hayward are unsheltered
- 2020 public safety survey showed Hayward residents are 2x more likely to experience homelessness than national average
- National data show increase in risk factors for homelessness
 - Increases in food insecurity
 - Increases in inability to pay rent or mortgage



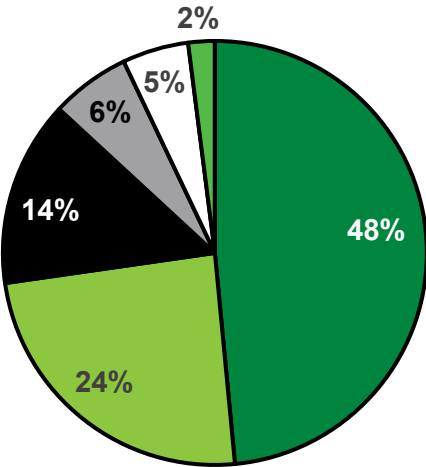
HNC Lifetime Population Race & Ethnicity (n=91) compared to Hayward PIT Race (2019)

Hayward General Population (2019)



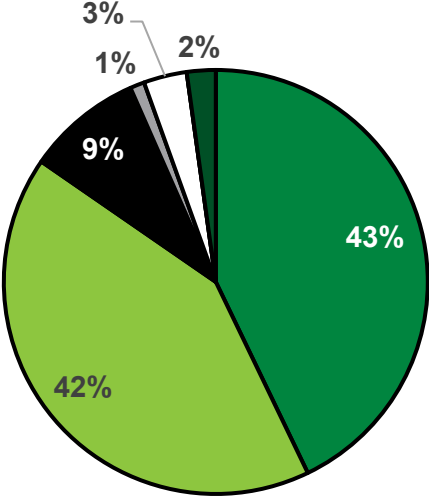
- White
- Multi-racial
- American Indian/ Alaskan Native
- No response

Hayward PIT (2019)

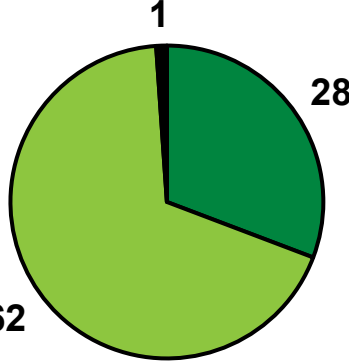


- Black or AA
- Native Hawaiian/PI
- Asian

HNC Overall



Ethnicity of HNC Clients



- Hispanic/Latino
- Not Hispanic/Latino
- No response

The Need for a Plan

A Hayward-specific plan will...

- Use a racial equity analysis
- Align with existing regional plans from the County and EveryOne Home
- Center individuals with lived experience
- Leverage Hayward's strengths
- Address Hayward's unique needs
- Establish a pipeline of projects and programs that are community-driven

Ongoing City Efforts Related to Homelessness

● **6 April 2021**

Stimulus Funding Expenditure Plan
City Council Work Session

● **26 April 2021**

Policy Innovation Workshop Update
Council Finance and Budget Committee

● **Summer 2021**

Let's House Hayward! Final Plan
City Council Work Session

● **20 April 2021**

Let's House Hayward! Strategic Plan Update
City Council Work Session

● **3 June 2021**

Let's House Hayward! Strategic Plan Update
Homelessness-Housing Task Force Work Session

The Planning Process

Let's House Hayward! Timeline

**28 January
2020**

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

**17 November
2020**

- Steering Committee Kick-Off Meeting

**16 December
2020**

- Listening session with Community Services Commission

**April 20,
2021**

- City Council Work Session for feedback

**22 September
2020**

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

**3 December
2020**

- Listening session with Homelessness-Housing Task Force

**19 & 20
January
2021**

- Community Planning Summit and Work Sessions

Ongoing Steering Committee Meetings and Additional Data Collection Activities

Data Collection

- Community Engagement
 - Interviews with individuals with lived experience
 - Focus groups and interviews with:
 - Community-based service provider organizations
 - Downtown business owners
 - Education partners from HUSD and Hayward Promise Neighborhood
 - Virtual community forums
 - Listening session with Community Services Commission
- City Staff & Council Engagement
 - Focus groups and interviews with:
 - City Manager's Office
 - Maintenance Services Division
 - Code Enforcement
 - City Attorney's Office
 - Hayward Police Department
 - Hayward Fire Department
 - Listening session with Homelessness-Housing Task Force

Let's House Hayward Steering Committee

- Jessica Blakemore, All In Alameda County
- Kara Carnahan, Abode Services
- Denise Del Rio, Downtown Streets Team
- Kevin Hart, Hayward Area Recreation District
- Courtney Welch, EveryoneHome
- Sara Lamnin, City of Hayward Councilmember
- Dominic LiMandri, Downtown Hayward Improvement District
- Faye Maloney, Hayward Police Department
- Jake Medcalf, First Presbyterian
- Ellen Morris, Eden Housing
- Melesha Owen, Hayward Library
- Jonathan Russell, Bay Area Community Services
- Tiana-Joy Smith, Downtown Streets Team
- Elizabeth Torkington & Melissa Moore, Tiburcio Vasquez Health Center

Vision & Goals

Let's House Hayward! Vision Statement

Our vision is for the City of Hayward to be a leader in ensuring an end to homelessness through accessible, dignified treatment and services.

Let's House Hayward! Goals

- **Goal 1:** Formalize a Coordinated and Compassionate Citywide Response to Homelessness and Develop Wider Community Understanding and Engagement
 - The City will continue its innovative approach to internal collaboration across divisions, increase communication with providers and individuals with lived experience, and work to educate the community about the issues of homelessness to reduce stigma.
- **Goal 2:** Increase Availability of and Reduce Barriers to Homeless Crisis Response Services
 - The City will expand its capacity to provide shelter that leads to permanent housing and test new ways to improve outreach and engagement.
- **Goal 3:** Ensure Access to and Retention of Affordable Permanent Housing
 - The City will continue investing in eviction prevention and anti-displacement resources and will prioritize developing housing for those experiencing and most at-risk of experiencing homelessness.

Priority Projects

Existing Projects

- Goal 1 Projects
 - Continue ongoing internal collaboration and staff training efforts
 - Implement community agency funding process
- Goal 2 Projects
 - Continue current City-operated and City-funded shelter programs
 - Explore funding options for hotel/motel or other underutilized property conversions for additional shelter
 - Leverage Policy Innovation Workshop efforts to explore alternative outreach and engagement strategies
- Goal 3 Projects
 - Continue existing anti-displacement and eviction prevention programs
 - Continue work to streamline development process and identify zoning barriers to innovative housing and shelter solutions

New Projects

Tier 1 Projects

- Identified as high priority by community and staff
- Staff have a strong understanding of implementation and funding requirements
- Staff have the existing capacity to implement
- Funding source still needed

Tier 2 Projects

- Also identified as high priority by community and staff
- Current staff capacity is insufficient to implement
- Additional work is needed to establish partnerships with other jurisdictions and identify service providers
- Funding source still needed

Tier One Projects

Project	Annual Cost/ Individuals served	Supporting Goal
Extend the Hayward Navigation Annex beyond current six-month contract to increase temporary shelter capacity	\$2M annually/70 individuals provided temporary shelter with links to permanent housing	Goal 2
Extend the Winter Warming Shelter to year-round operations to increase temporary shelter capacity	\$1M annually/100 individuals provided temporary shelter	Goal 2
Develop a shallow subsidy rental assistance pilot program for extremely low-income households to receive monthly subsidy to reduce housing cost burden	\$400,000 annually/55 households provided with monthly stipends	Goal 3

Tier Two Projects

Project	Annual Cost	Supporting Goal
Safe Parking site, with spots for RV parking, to create a space for individuals and families living in their cars to park with access to resources and services to support transition to permanent housing	\$500K annually	Goal 2
Sanctioned encampment to create a space for individuals to camp safely and access resources and services to support transition to permanent housing	Cost TBD	Goal 2
24-hour drop-in center for individuals seeking resources or shelter	\$500K annually	Goal 2
Student-specific housing collaboration with local colleges and/or expansion of existing transition age youth rent subsidy program to support vulnerable 18–25-year-old youth	Cost TBD	Goal 2
Tiny home village to provide temporary shelter for individuals experiencing homelessness	Cost TBD	Goals 2 and 3

Funding

Potential Funding Sources

- General Fund (reserves or if increased over projections)
- Federal stimulus funds, available FYs 2022-2025
- Increase to RRSO fee, requires Council action
- Measure C revenue beginning in FY 2023, assuming funds are available
- Parcel Group 7 sales tax revenue, previously considered for other services
- Parcel Group 6 sale proceeds, which would require Council action under one-time funds policy
- Lobbying for state or local tax measure for homeless services, which would require a 50%+1 affirmative vote
- Measure W (Alameda County) once current litigation resolved
- Allocation of funds from Policy Innovation Workshops

Next Steps

Next Steps

Let's House Hayward! Strategic Plan Development

- Steering Committee Work Sessions
- Draft plan to HHTF on June 3, 2021
- Council authorization summer 2021

Policy Innovation Workshops

- Council Finance and Budget Committee on April 26, 2021
- City Council Work Session on May 15, 2021

City Budget Development

- City Council American Rescue Plan Stimulus Update on April 27, 2021
- City Council Budget Work Session on May 15, 2021
- City Council Budget Public Hearing on June 1, 2021

Discussion and Council Process

- Question 1: What are your thoughts on the draft vision and goals?
- Question 2: What are your thoughts on the priority projects?

Work Session Format:

- 1) Public Comments, then
- 2) Council Questions and Comments