



**DATE:** July 13, 2021  
**TO:** Mayor and City Council  
**FROM:** Assistant City Manager  
**SUBJECT:** Let's House Hayward! Strategic Plan: Adopt a Resolution Approving the Let's House Hayward! Strategic Plan

### **RECOMMENDATION**

That the Council adopts a resolution (Attachment II) approving and adopting the Let's House Hayward! Strategic Plan (Attachment III).

### **SUMMARY**

On January 28, 2020,<sup>1</sup> the Council approved the City's Strategic Roadmap, which includes the priority area to Protect, Preserve, and Produce Housing. That priority area includes the project to create and implement a homelessness reduction strategic plan. On September 22, 2020, Council authorized an agreement with Homebase to prepare the five-year Let's House Hayward! (LHH) Strategic Plan.<sup>2</sup>

Since the project launch in October 2020, Homebase has conducted extensive best practice research and collected a wide range of data and input from City stakeholders. On April 20, 2021, staff conducted a Work Session with City Council to solicit feedback on the vision, goals, and priority projects identified in the LHH plan.<sup>3</sup> During this meeting, Council provided important feedback on potential gaps in the current plan and opportunities to be more comprehensive in the City's response to homelessness. Staff returned to the Homelessness-Housing Task Force (HHTF) on June 3, 2021, to address the Council's feedback, review the implementation strategy

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<sup>1</sup> January 28, 2020, City Council Meeting Agenda and Materials:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4315589&GUID=1F328D58-C3FC-41E5-8BF7-A17E4E09DDCB&Options=&Search=>

<sup>2</sup> September 22, 2020, City Council Meeting Agenda and Materials:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4646746&GUID=5852A012-464E-410B-85F2-2C8F1CDB0400&Options=&Search=>

<sup>3</sup> April 20, 2021, City Council Meeting Agenda and Materials:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4916429&GUID=67261A4F-2AD6-499F-98DF-E3EFEC367E21&Options=&Search=>

for the plan, and review the three priority projects identified for American Rescue Plan Act (ARPA) stimulus funding for Fiscal Year 2021-2022.<sup>4</sup>

Since the June 3, 2021, HHTF meeting, Homebase has integrated final feedback from HHTF members, public comment, and staff to produce the final draft of the LHH Strategic Plan, which is included as Attachment III for this item. The final LHH plan synthesizes community, Council, and staff input collected through listening sessions, community forums, focus groups, and interviews conducted from October 2020 through June 2021. The LHH plan begins with a comprehensive system and needs assessment that looks at the scope of homelessness and who experiences homelessness in Hayward, resources and services that are currently available in Hayward, and current gaps in resources and services. It then details the overarching goals for reducing homelessness in Hayward and the strategies and action steps required to achieve those goals. The timeline, costs, and staff effort to execute these strategies and action steps are outlined in the Implementation Summary Addendum in Attachment III.

Additionally, staff have continued to solicit feedback from the HHTF and Community Services Commission on the specific projects and programs to be funded with ARPA stimulus dollars, and Council will vote on a budget appropriation for those funds on July 13, 2021. Three projects from the first year of the LHH plan have been identified for ARPA funding:

1. Extend the Hayward Navigation Center Annex operations for 1.5 more years (\$3 million)
2. Expand the Winter Warming Shelter to year-round operation, with Day Center hours, for one year (\$2 million)
3. Create a Shallow Subsidy Homelessness Prevention program for up to three years (\$1.5 million)

Further, \$1 million in ARPA funds will be allocated to the Navigation Center to help ensure fiscal stability as the City's budget recovers from the COVID crisis.

Staff recommends that the Council adopts a resolution (Attachment II) approving the final Let's House Hayward! Strategic Plan, which will begin implementation in Fiscal Year 2021-2022.

## **BACKGROUND**

On January 28, 2020,<sup>5</sup> the Council approved the City's Strategic Roadmap, which includes the priority area to Protect, Preserve, and Produce Housing. That priority area includes the project to create and implement a homelessness reduction strategic plan. Developing a strategic plan to address homelessness enables the City to proactively position and prioritize the City's work

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<sup>4</sup> June 3, 2021 Homelessness-Housing Task Force Meeting Staff Report and Attachments:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4969216&GUID=B883E7B0-B8DF-4846-958A-7626624934F4&Options=&Search=>

<sup>5</sup> January 28, 2020, City Council Meeting Agenda and Materials:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4315589&GUID=1F328D58-C3FC-41E5-8BF7-A17E4E09DDCB&Options=&Search=>

toward helping to resolve this regional issue and prepare for accessing additional resources as they become available (e.g., one-time funds, grants).

To begin this project, Council authorized an agreement with Homebase to prepare the five-year Let's House Hayward! (LHH) Strategic Plan.<sup>6</sup> Since then, staff have brought components of the LHH plan to Council and the Community Services Commission (CSC) for feedback in stages:

- HHTF Informational Report (December 3, 2020)
  - HHTF members shared their priorities and goals for addressing homelessness; gaps and unmet needs; and potential promising solutions.
- CSC Work Session (December 16, 2020)
  - CSC members shared their priorities and goals for addressing homelessness; gaps and unmet needs; and potential promising solutions.
- Council Work Session (April 20, 2021)
  - Council members provided feedback on the vision, goals, and priority projects of the LHH plan.
- HHTF Work Session (June 3, 2021)
  - HHTF members provided feedback on the implementation strategy for the LHH and staff provided updates on how feedback from the April 20 Work Session was integrated.

In addition to gathering Council, HHTF, and CSC input and public comment at each of the above meetings, Homebase engaged community stakeholders in a variety of ways:

- LHH Steering Committee Meetings (November 2020 – May 2021)
  - Homebase hosted multiple remote work sessions with the LHH Steering Committee of local homeless system of care providers, downtown business representatives, affordable housing developers, and people with lived experience of homelessness to provide input on each component of the plan and help guide the planning process.
- Community Planning Summit and Work Sessions (January 19 & 20, 2021)
  - Between 55 and 80 local stakeholders including non-profit homelessness services providers, faith-based organizations, education partners, business community members, affordable housing developers, and other Hayward residents attended a planning summit and three work sessions to share insights on the strengths and needs of the City's homelessness response.
- Community focus groups and interviews (October 2020 – February 2021)
  - Individual interviews with individuals with lived experiences of homelessness
  - Focus group with business partners from the Downtown Hayward Improvement Association
  - Focus group and individual interviews with local non-profit homelessness services providers
  - Focus group with education partners from Hayward Unified School District and Hayward Promise Neighborhood

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<sup>6</sup> September 22, 2020, City Council Meeting Agenda and Materials:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4646746&GUID=5852A012-464E-410B-85F2-2C8F1CDB0400&Options=&Search=>

- Interviews with affordable housing providers and housing builders
- City and County focus groups and interviews
  - Focus groups and interviews with City staff from the City Manager’s Office, Maintenance Services Division, Code Enforcement, Fire Department, and Police Department
  - Interview with County Office of Homeless Care and Coordination staff

Throughout the plan development process, Homebase and staff worked to align the LHH plan with the City’s broader public safety community outreach project and corresponding Policy Innovation Workshop on Community Safety, as findings from the Citywide community conversations on public safety identified that homelessness was a top concern among Hayward residents.<sup>7</sup>

## **DISCUSSION**

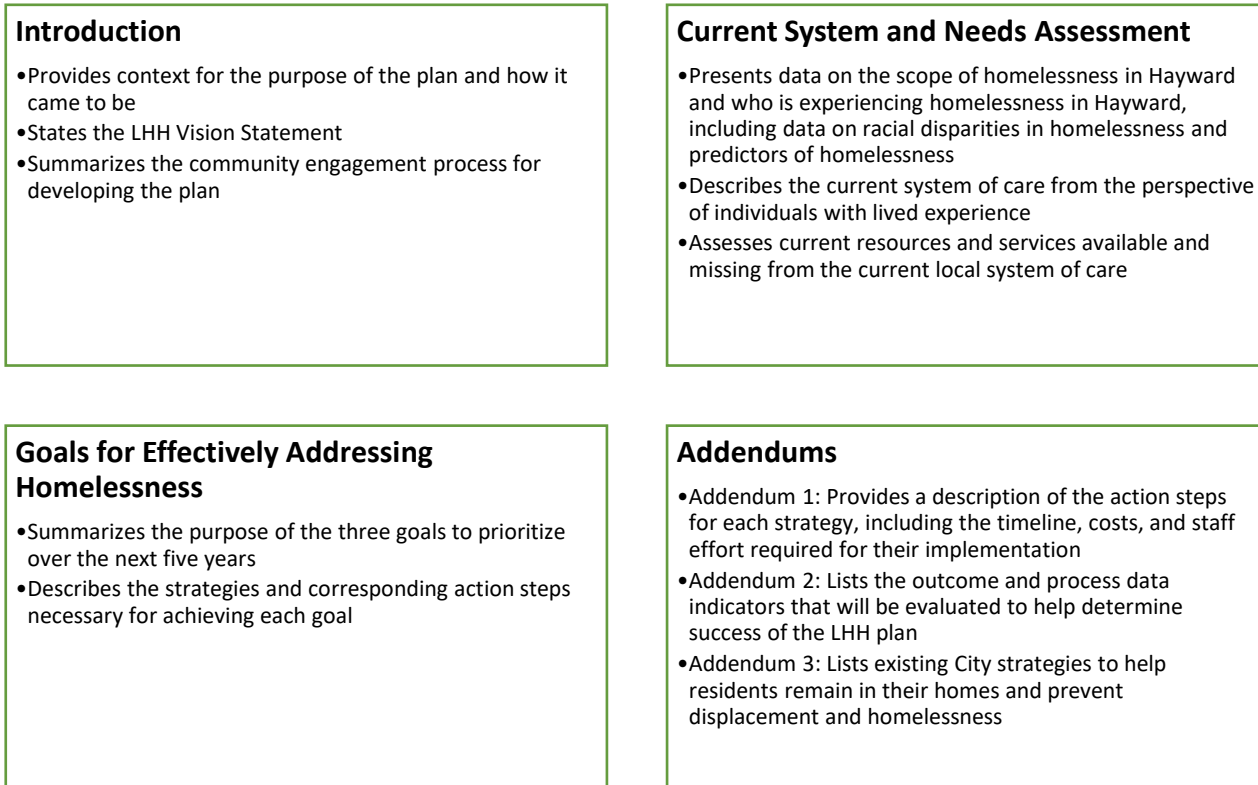
### **Summarizing the Final Let’s House Hayward! Strategic Plan**

The LHH Strategic Plan is the synthesis of months of work from Homebase, community members, and stakeholders in the homelessness system of care, and City staff from multiple departments. The final plan is intended to make homelessness in the City of Hayward rare, brief, and non-reoccurring. It uses a racial equity analysis, aligns with the EveryOne Home Strategic Update, and addresses the unique challenges of a mid-sized City addressing a complex regional crisis. Figure 1 summarizes the main sections of the final plan.

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<sup>7</sup>For more information visit: <https://www.hayward-ca.gov/your-government/departments/city-managers-office/public-safety-community-outreach>

**Figure 1. Overview of the Let's House Hayward! Strategic Plan**



**Fiscal Year 2021-2022 Priority Projects**

At the April 20 Council Work Session, Council reviewed the priority projects for LHH implementation. Staff integrated Council feedback and returned to the HHTF on June 3 with additional information about the proposed priority projects, which staff recommends be funded using ARPA stimulus funds. The HHTF supported staff’s recommendation and specifically requested that staff explore expanding the operating hours of the current Winter Warming Shelter to provide extended day-time operations for residents. Following this feedback, staff recommends funding the following FY 21-22 LHH projects with ARPA stimulus funds:

1. Extend the Hayward Navigation Center Annex operations for 1.5 years (\$3 million)
2. Expand the Winter Warming Shelter to year-round operation, with Day Center hours, for one year (\$2 million)
3. Create a Shallow Subsidy Homelessness Prevention program for up to three years (\$1.5 million)

Additionally, \$1 million in ARPA funds will be allocated to the Navigation Center to help ensure fiscal stability as the City’s budget recovers from the COVID crisis.

On July 13, 2021, Council will vote to approve the expenditure plan for the ARPA stimulus funding, which will include the above projects as part of the City’s work to address negative

economic impacts caused by the COVID-19 public health emergency. Staff will seek authorization to use ARPA funding for the Annex, Winter Warming Shelter, and Navigation Center projects identified above that are currently ready to enter into contract. Following a competitive bid process, staff will return later in FY 2022 for authorization for the remaining shallow subsidy project.

**Addressing Council Feedback**

Homebase and staff worked to address the comprehensive feedback from the Council and the HHTF, including the need for more explicit inclusion of policy, regional partnerships, and long-term metrics for success. For a full list of Council feedback and how it has been addressed in the LHH plan, see Attachment IV.

**ECONOMIC IMPACT**

The City and local community have experienced adverse economic impacts related to the COVID-19 crisis, particularly as it relates to homelessness and housing instability.<sup>8</sup> National data indicates increases in risk factors that lead to homelessness, including increased food insecurity and the inability to pay rent or mortgage. There is a positive economic impact from reducing homelessness and severe housing cost burden, which may be achieved through the implementation of several of the policies and programs articulated in the five-year LHH Strategic Plan.

**FISCAL IMPACT**

Since the COVID-19 crisis started, the City has expended over \$5 million in direct services to the community to address COVID impacts. While several of the proposed projects in the LHH Strategic Plan do not currently have a funding source identified, Council may vote to adopt the expenditure plan for the ARPA stimulus funding, which includes four projects related to the LHH plan. The expenditure of stimulus funding over the next 3.5 years, as presented to the HHTF in June 2021 and outlined below in Table 2, will significantly help the City to provide critical services in the community to address homelessness.

**Table 2. Recommended Stimulus Funding Allocation**

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, FY23, and FY24
Shallow Subsidy Homelessness Prevention	\$1,500,000	FY22, FY23, and FY24
Hayward Navigation Center Contribution	\$1,000,000	FY22 or FY23

<sup>8</sup> Center on Budget and Policy Priorities (March 2021). *Tracking the COVID-19 Recession’s Effects on Food, Housing, and Employment Hardships*. Retrieved from <https://www.cbpp.org/research/poverty-and-inequality/tracking-the-covid-19-recessions-effects-on-food-housing-and>

While the stimulus funding will provide one-time funding to address housing and homelessness over the next 3.5 years, a sustainable reduction in homelessness in Hayward requires ongoing funding. Staff have identified several potential funding sources outside of the federal stimulus funding for supporting the LHH projects listed in this report:

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

Some of the ideas outlined above would provide one-time funds and would not be sustainable over time. This is an important consideration when determining which projects to pursue and how to fund them. Staff continue to seek external grant funding to offset expenditures for homeless services.

## **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority of Preserve, Protect & Produce Housing. Specifically, this item relates to the implementation of the following projects:

- 2a. Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan
- 2b. Implement the Homelessness Reduction Strategic Plan

## **PUBLIC CONTACT**

Homebase, City staff, and partners throughout the Hayward community have worked together to engage a diverse set of stakeholders. Since the project launch in October 2020, Homebase has collected a wide range of data and input from City stakeholders, including:

- Interviews with individuals with lived experience of homelessness;
- Focus groups and interviews with City staff from the City Manager's Office, Maintenance Services Division, Code Enforcement, Fire Department, and Police Department;
- Focus group and interviews with community-based organizations, including non-profit service providers and housing developers;
- Focus group with Downtown Hayward Improvement Association;
- Focus group with education partners from Hayward Promise Neighborhood and HUSD Child Welfare and Attendance;

- Four virtual community forums attended by between 55 and 80 individuals, including those listed above and other non-affiliated members of the community;
- Guided discussion at the Homelessness-Housing Task Force meeting on December 3, 2020;
- Guided discussion at the Community Services Commission meeting on December 16, 2020.

Additionally, throughout the planning process, the Homebase team has gathered feedback and input from the Steering Committee, which is a group of individuals with lived experience, service providers, housing developers, business leaders, and City staff from the City Manager’s Office, Hayward Police Department, and Library. The Steering Committee functions as a panel of experts who provide overarching guidance and input on the plan.

### **NEXT STEPS**

In the coming weeks and months, staff will return to Council with the following related items:

- **July 13, 2021:** Council to vote on adopting the expenditure plan for ARPA stimulus funding and appropriate funds for Hayward Navigation Center, Annex, and Winter Warming Shelter extensions.
- **January 2022:** Staff will return to Council for appropriation of funds for Shallow Subsidy Homelessness Prevention project.
- **Ongoing:** Staff will return to the Council for 6-month expenditure reviews on stimulus funding, including any further budget appropriations or amendments.

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*Recommended by:* Jessica Lobedan, Acting Community Services Manager  
Jennifer Ott, Assistant City Manager

*Approved by:*



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Kelly McAdoo, City Manager