

## Executive Summary

### Let's House Hayward! Vision Statement

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

The City of Hayward has long identified homelessness and housing affordability as key issues in the community and has supported local efforts to address these issues in conjunction with larger regional efforts. One of the City's six priority areas for the next three years is to Preserve, Protect, and Produce Housing for All, which includes a project to create a City of Hayward plan to end homelessness.

Developed through extensive community and stakeholder engagement, this Strategic Plan outlines both the current needs in the community in relation to homelessness and supportive services as well as goals and strategies to effectively address these needs.

The City of Hayward saw a 23% increase in homelessness from 2017 to 2019 according to Point-in-Time Count data. Of those experiencing homeless, a disproportionate number are African American and people of color.

With homelessness on the rise, and certain groups experience disproportionate rates of homelessness, the community has identified a need for more diverse services that reach all subpopulations of those experiencing homelessness. This includes increased number and breadth of services such as housing, shelter, outreach, prevention, and other support services (e.g., behavioral health, hygiene, job training, and transportation).

Through the Strategic Plan process, the City of Hayward has identified three goals and connected strategies to prioritize over the next five years, summarized on the next page. These goals and strategies are supported by specific activities, which can be found in *Addendum 1: Implementation Summary Table*. The outcome and process indicators to be measured across Plan activities, as well as data sources for each, can be found in *Addendum 2: Outcome Indicators*. A current list of policies and programs to help residents maintain their housing and prevent displacement can be found in *Addendum 3: City of Hayward Housing Stabilization and Anti-Displacement Strategies*.

## Let's House Hayward! Goals and Strategies


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

**Strategy 1.1:** Formalize Interdepartmental and Interjurisdictional Partnerships

**Strategy 1.2:** Develop Funding and Evaluation Strategy Reflecting Community Priorities Identified in this Strategic Plan

**Strategy 1.3:** Educate and Engage the Community Regarding the Homeless System of Care


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

**Strategy 2.1:** Expand Housing-Focused Shelter Capacity

**Strategy 2.2:** Develop Homeless Crisis Response Services to Protect Dignity and Health of Unsheltered Households

**Strategy 2.3:** Develop and Test Innovations to Improve Outreach and Engagement

**Strategy 2.4:** Increase Diversity and Availability of Holistic Supportive Services

**Strategy 2.5:** Support Providers and Staff Capacity to Deepen Impact of Services


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

**Strategy 3.1:** Continue to Invest in Eviction Prevention and Anti-Displacement Resources

**Strategy 3.2:** Prioritize the Development of Housing Targeted to People Experiencing Homelessness