



DATE: September 22, 2020

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Adopt a Resolution Authorizing the City Manager to Execute Professional Services Agreement with Homebase to Prepare a Five-Year City of Hayward Homelessness Reduction Strategic Plan

RECOMMENDATION

That Council adopts a resolution (Attachment II) to authorize the City Manager to execute a professional services agreement with Homebase to prepare a five-year City of Hayward Homelessness Reduction Strategic Plan.

SUMMARY

The City Council 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, as evidenced by the recently approved Hayward Strategic Roadmap.¹ One of the Council's six priority areas for the next three years is to Preserve, Protect, and Produce Housing for All. Within this priority are ten different projects to address affordable housing and homelessness in the City, including the creation of a City of Hayward Plan to End Homelessness.

On June 3, 2020, staff released a request for proposals (RFP) for consultants with experience in homelessness strategic planning. In total, ten firms provided a response. An interdepartmental team reviewed and ranked these proposals and selected four firms to interview. Staff recommends Homebase, a San Francisco based firm with expertise in homelessness reduction strategic planning, to work with the City of Hayward to prepare the City's homelessness reduction strategic plan.

As outlined in the RFP, the plan must utilize a racial equity analysis, align with the EveryOne Home Strategic plan, include people with lived experience with homelessness in the outreach process, and address the unique challenges of a mid-sized city addressing a complex regional

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

crisis. In light of the recent COVID-19 global pandemic, the plan should also address the rapidly changing needs of the homeless community, as well as the financial and economic impacts of the global pandemic.

BACKGROUND

On February 4, 2020, the Hayward City Council endorsed² the *EveryOne Home Plan to End Homelessness* (EveryOne Home Plan)³, laying out a county-wide approach to ending homelessness.

The EveryOne Home Plan recommends four broad strategies that together bring the necessary capacity, investment, partnership, and collective impact to end homelessness:

- *Expand Capacity* – the Alameda County system needs to expand temporary financial assistance and legal support, add more units of permanent supportive housing, add more units of subsidized permanent housing units, and expand street outreach and other services to unsheltered individuals.
- *Increase Investment* – there is a need to identify new sources of financial investment from all levels of government.
- *Build Stronger Partnerships* - engaging in the leadership and expertise of people experiencing homelessness in governance, policy, planning, and service delivery, and expanding employment opportunities and career development within our system
- *Align Public Policies* – advancing policies to reduce homelessness, such as protecting renters, increasing affordable housing, protecting dignity, health, and safety of those living on the streets, and counteracting disparate racial impacts of housing policies.

On June 3, 2020, staff released a request for proposals (RFP) for consultants with experience in homelessness strategic planning. As outlined in this RFP, the plan must utilize a racial equity analysis, align with the EveryOne Home Strategic plan, include people with lived experience with homelessness in the outreach process, and address the unique challenges of a mid-sized city addressing a complex regional crisis. In light of the recent COVID-19 global pandemic, the plan should also address the rapidly changing needs of the homeless community, as well as the financial and economic impacts of the global pandemic. A full copy of the RFP can be found online.⁴

DISCUSSION

Staff recommends that Council adopts a resolution authorizing the City Manager to execute a professional services agreement with Homebase to prepare the City's homelessness reduction plan in an amount not to exceed \$101,953. Staff recommends this based on the following:

² February 4, 2020 Hayward City Council meeting,

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4321500&GUID=2A65C2DC-C510-4662-AF34-BE7A0FF18D7B&Options=&Search=>

³ 2018 EveryOne Home Strategic Plan, <http://everyonehome.org/wp-content/uploads/2016/02/FINAL-EveryOne-Home-Plan.pdf>

⁴ <https://www.hayward-ca.gov/sites/default/files/rfp/City-of-Hayward-Homelessness-Reduction%20Strategic%20Plan.pdf>

Comprehensive, cost-reasonable, and responsive proposal: Ten proposals were submitted in response to the June 2020 RFP for Homelessness Reduction Strategic Planning services. Homebase submitted a comprehensive and cost-reasonable proposal that was responsive to the needs of the City.

Subject matter expertise: Homebase brings 30 years of experience in working with communities to identify and analyze the root causes of homelessness and develop effective systems and solutions to prevent and end homelessness. A key area of focus for Homebase is assisting communities and agencies with the development of strategic plans. Homebase has facilitated multi-sector strategic planning processes to address homelessness in dozens of states and communities, including but not limited to plans for El Dorado County (current), Stockton/San Joaquin County (2020), Marin County (2019), and Santa Clara County (2014-20).

Racial equity lens: Homebase considers equity analysis to be a critically important aspect of all of their work, and looks at more than just resource gaps, but also who is being underserved or not served at all.

A summary of Homebase's proposal is outlined below. A copy of their draft scope of work submitted as part of their RFP can be found in Attachment III (note: the timeline listed in this draft scope of work will need to be updated).

The Homebase proposal will include the following four phases:

Phase 1: Assessment of Existing Systems and Services (October 2020 – December 2020)

Phase I will focus on gathering information and data to develop a baseline understanding of the City of Hayward's strengths, needs, and gaps in relation to homelessness. As part of this phase, Homebase will carry out a needs assessment and gap analysis that identifies existing housing and services, unmet needs, and priority gaps to be addressed. This assessment will be conducted based on: review of key documents; analysis of the Homeless Management Information System (HMIS) and other data on numbers, needs and performance; targeted discussions with key stakeholders to contextualize the data and information gathered; client focus groups; and/or provider e-surveys.

The gap analysis will look at the homelessness system of care overall and at sub-population and sub-regional needs and differential access, and it will consider both the need for new programs as well as improvements to the operation of existing housing and services. Homebase will also review and analyze the Alameda County EveryOne Home Strategic Plan, the Hayward Strategic Roadmap, and other initiatives underway in the City, County, and region to ensure that the plan is informed by and aligned with the work that has already begun. During Phase I, Homebase proposes to convene a Steering Committee that includes key cross-sector stakeholders and is responsible for overseeing the process and ensuring implementation of the plan.

Phase II: Stakeholder Engagement/Input (October 2020 – January 2021)

Homebase will facilitate a comprehensive community engagement process to ensure that planning and recommendation development is based on concrete information about local needs and resources. Building upon the needs assessment and gaps analysis begun during Phase I, Homebase will conduct a deeper environmental review/assessment grounded in community engagement via a community kick-off event, virtual stakeholder interviews, community work sessions, and meetings with City staff.

Phase III: Synthesis and Draft Plan Development (January 2021 – February 2021)

Phase III will focus on culling information gathered during the assessment and stakeholder engagement processes in Phases I and II to identify overall strengths, unmet needs, priority gaps, and opportunities present in Hayward to address homelessness. Homebase will work with the Steering Committee and/or City staff to flesh out and refine the mission, goals, objectives, and strategies/action steps, in alignment with the EveryOne Home Strategic Plan and Hayward Strategic Roadmap, to guide the City in addressing homelessness over the next five years. Recognizing the Hayward City Council's commitment to addressing homelessness, Homebase will propose preliminary strategies for the City to consider ahead of Fiscal Year 2022 (FY 2022) budget planning to maximize the impact of its housing and service dollars and to ensure appropriate coordination with the County.

Phase IV: Finalization and Approval of Strategic Plan (February 2021 – April/May 2021)

Homebase will incorporate the feedback received during Phase III into a final version of the Hayward Homelessness Reduction Strategic Plan. The Plan will identify City actions that support the EveryOne Home Strategic Plan for Alameda County goals and strategic priorities, are not duplicative, and leverage additional resources for collective impact on homelessness. Homebase will incorporate an implementation plan, roles and responsibilities, and milestones into the final plan.

ECONOMIC IMPACT

At this time, there is no associated economic impact with this item. Once the City has developed its plan to end homelessness, there may be economic impacts associated with its implementation, including the creation and retention of jobs, creation of affordable housing, and reduced poverty rates in the City.

FISCAL IMPACT

The Homelessness Reduction Strategic Plan will be funded primarily through Community Development Block Grant (CDBG) administrative funds and will not take-away from available funding for nonprofits. Staff proposes to reallocate up to \$2,000 in available General Fund monies from the Community Agency Funding Process to use for stipends for focus group and interview participants. This funding was made available by the St. Rose Hospital Foundation

FACES program, which will be unable to utilize their grant this year due to the impacts of COVID-19.

ITEM	AMOUNT	FUNDING SOURCE
Total Project Budget	\$99,953	CDBG
Focus group and interview stipends	\$2,000	General Fund
	Total	\$ 101,953

STRATEGIC ROADMAP

This agenda item supports the Strategic Priority of Preserve, Protect & Produce Housing. Specifically, this item relates to the implementation of the following project(s)

Project 2, Create a Homelessness Reduction Strategic Plan

Part 2.a: Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County’s EveryOne Home Plan

PUBLIC CONTACT

On February 4, 2020, staff presented a Homelessness Update to the Hayward City Council.⁵ During this presentation, staff shared preliminary plans for developing a five-year homelessness reduction plan. Staff intends to encourage and include the participation of individuals with lived experience, homeless services providers, and other community stakeholders in the development of the City’s plan to end homelessness.

NEXT STEPS

If Council approves this recommendation, staff will execute an agreement with Homebase to provide homelessness reduction strategic planning services and create the City of Hayward Homelessness Reduction Five Year Strategic Plan.

TASK	TIMEFRAME
Phase I: Assessment of Existing Systems and Services	October 2020 – December 2020
Phase II: Stakeholder Engagement/Input	October 2020 – January 2021
Phase III: Synthesis and Draft Plan Development	January 2021 – February 2021
Phase IV: Finalization and Implementation Suggestions	February 2021 – April/May 2021

⁵ February 4, 2020 Hayward City Council meeting, <https://hayward.legistar.com/LegislationDetail.aspx?ID=4321500&GUID=2A65C2DC-C510-4662-AF34-BE7A0FF18D7B&Options=&Search=>

Staff recognize the above timeline is ambitious and will work with Homebase to identify preliminary strategies prior to the FY 2022 budget process to identify potential budgetary needs and priorities.

Prepared by: Jessica Lobedan, Management Analyst II

Recommended by: Jennifer Ott, Deputy City Manager

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', written in a cursive style.

Kelly McAdoo, City Manager