



Housing

Emergency Interim Housing Financial Feasibility Report

October 24, 2023
City Council
Item 8.3

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Background - HomeBase Study

- City Council direction to conduct a comprehensive study of the BHC and EIH programs and more specifically identify proven best practices (local and national) for interim housing including:
 - Models of services and operations that reduce operations and service costs
 - Service and operational models that engage residents in the governance and operations of their own community
 - Service and support models that move participants to permanent housing



HomeBase Study

- 🏠 45 recommendations with 8 summary recommendations
 - Few were cost savings
 - Housing Department will implement majority of the recommendations
- 🏠 Primary recommendations saving costs
 - Cost-Effective Security Model
 - Willow Glen Studios Interim Housing Model



Staff Recommendations

- Designate sites for distinct subpopulations
- Establish staffing levels according to site population
- Adopt cost-effective security model
- Designate Monterey/Branham or Pacific Motor Inn to replicate Willow Glen Studios interim housing model
- Establish standardized operating procedures between all sites
- Create a community council of residents at sites
- Evaluate SJ Bridge program for expansion to other sites



Designate Subpopulations

- ◆ Designate EIH site for seniors and those with acute medical needs
- ◆ Designate EIH sites for encampment demobilization
- ◆ Each site will have specialized staffing plan to best serve the subpopulation
- ◆ Partnership between service provider for survivors of gender-based violence and site operator
- ◆ 2 sites for Rapid Rehousing and Permanent Supportive Housing program participants
 - Mabury and Felipe BHC sites



Cost Effective Security Model

- ▶ Safety remains priority. Inclusion of new security model will be site specific.
- ▶ Private security company will provide guards at the sites during the graveyard shift (10pm-5am)
 - On-site staff will support with security functions during the day
- ▶ Security Measures Still in Place: 24/7 onsite staff, controlled access, visitor policies, security cameras and monitoring.
- ▶ Estimated savings on security costs per site would average \$336,240

One 24/7 Residential Service Coordinator	\$175,200/year
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One 24/7 Private Security Guard	\$315,360/year
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Willow Glen Studios Model

- ◆ Designate one future Homekey site
Monterey/Branham or Pacific Motor Inn to replicate this model
- ◆ Partnership between City, County, and Housing Authority
 - Funds operational costs
- ◆ Site reserved for voucher holders waiting for permanent housing (coordinated entry)
- ◆ Serves single adults and couples



Standardize Operating Procedures

- 🏠 Develop standard operating guidelines to be adopted at all sites
 - Request for Qualifications releases in January 2024
- 🏠 Guidelines will establish standard practices for the following:
 - Program Duration (12-month length of stay)
 - Grievance procedure
 - Resident Community Councils
 - Community Advisory Committees



Next Steps

- Extend current operating agreements of EIH/BHC sites through June 30, 2024
- Finalize Standard Operating Procedures – December 2023
- Finalize and Release Request for Qualifications – January 2024
- Select program operators – March 2024
- City Council Approval of Contracts – June 2024
- Return to Council with update in 12 months





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