



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Councilmember Matt Mahan

**DATE:** 10/31/2022

**SUBJECT: COMMUNITY ENGAGEMENT  
AND PERFORMANCE MANAGEMENT  
PLAN FOR NEW QUICK-BUILD PROJECT  
AT BRANHAM & MONTEREY**

Approved

Date: 10/31/2022

## **RECOMMENDATION**

Accept the staff recommendation and direct the City Manager to:

1. Partner with Council offices from Districts 2 and 10 to develop a high-level community outreach plan to share project milestones with surrounding neighborhoods to support the community engagement handoff from District 10 to District 2.
2. Require that LifeMoves share with the City and broader community an annual report detailing:
  - a. The utilization of operating funds,
  - b. Key performance metrics, including but not limited to the annual operating cost per client and the proportion of clients successfully exiting to permanent housing,
  - c. Progress towards qualifying units for HUD's Housing Choice Voucher program and the number of voucher-holders served, and
  - d. Key learnings that can drive further optimization of site management.
3. Set a date for staff to return to Council in the first quarter of 2023 with the completed EIH operating costs study organized in partnership with the San Francisco Foundation.

## **BACKGROUND**

Thank you to City staff and the LifeMoves team for working tirelessly over the last several months to enable the City's largest quick-build site to date to move forward at Branham and Monterey. We are especially grateful for John A. and Sue Sobrato's generous contribution towards the project and their incredible history of philanthropy in San Jose.

This project brings us one step closer to reaching our citywide goal of moving forward 1,000 quick-build interim housing units by year's end. As we collectively act with urgency to address our homelessness crisis, and especially to bring down the rate of unsheltered homeless residents, we need to identify rapid and cost-effective solutions for helping unhoused residents transition indoors. The City's quick-build approach, which leverages prefabricated modular development on

government-owned land, allows us to provide safe, dignified individual housing in a matter of months - not years - and at a fraction of the cost associated with existing approaches.

As a result of our once-in-a-decade redistricting process, the Branham and Monterey site moved from District 10 to District 2. City Staff can help with the transition by outlining a community outreach plan that will keep neighbors apprised of project milestones and provide opportunities for questions and feedback.

Aligned with the Housing Department's current work plan, the City will benefit from annual reporting guidelines for this site and other quick-build sites. Standardized reporting will help us learn from experience and deliver greater impact per dollar of public investment over time. The City must also ensure a sustainable operating model in order to scale up quick-build apartments without unduly burdening our General Fund. To that end, the City can defray the cost of operating by working with HUD to qualify quick-build apartments for the Housing Choice Voucher program.

Similarly, the City is working with the San Francisco Foundation and a third-party consultant to identify proven best practices for reducing the operating costs of interim housing, moving participants into permanent housing, and engaging residents in the governance and operations of their communities. Bringing these insights back to Council early next year will help inform how the Branham and Monterey site is managed and will ideally help the City and LifeMoves increase client satisfaction and success rates over time while exploring innovative methods of reducing costs.

We are looking forward to the City partnering with LifeMoves to support the thousands of individuals who will benefit from their services over the next several years. LifeMoves' reported success rates for both families and individuals is especially encouraging. In comparable sites that they operate in the Bay Area, LifeMoves has been able to help 89% of families and 69% of individuals return to stable housing within 90-120 days. Their operation of 26 shelter and service facilities across the Bay Area speaks to their expertise, strong management record, and rapport in the community.

Our team is also grateful to the individuals with lived experience—from both LifeMoves' Lived Experience Advisory Board and Destination: Home's Lived Experience Advisory Board—who have and will continue to provide input on the design and operation of the site. Their insights will help ensure that the Branham and Monterey community provides a welcoming and empowering environment.

Finally, we want to thank the many partners who will now take the Branham and Monterey project from vision to reality over the coming months, including engineering firms BKF and Myers+, DevCon Construction, Sares Regis Group, and the Office of Charles F. Bloszies, FAIA.