

**HOPE Interagency Council (IAC) Meeting Minutes
May 10, 2023**

Present: Supervisor Mueller, Mary Bier, Teri Chin, Lissette Espinoza-Garnica, Brian Greenberg, Adam Loraine, Mark Nagales, Melissa Platte, Mariana Rocha, Ray Hodges, Iliana Rodriguez, Laura Bent, Julissa Acosta, Selina Toy Lee, Jacob Stone

Guests: Marci Dragun, Lena Silberman, Robert Moltzen, Ron Babiera, Sarah Fields, Irene Pasma, Laura Fanucchi, Carrie Dallman, Kelsey Dattilo, Nikki Gilman, Christine Collaco, Lilian Henriquez, Matthew Hayes, Lody Burdick, Chloe Richter, Lesly Randolph, Jessica Silverberg, Tammie Sweetser, Marianne Tessier

| Topic | Discussion |
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| Welcome | Supervisor Mueller called the meeting to order at 10:07 a.m. |
| Public Comment | No public comments. |
| Action to Set Agenda and Approve Minutes | <p>Motion made by Mark Nagales to set the agenda, and to approve February 8, 2023, minutes; motion seconded by Lissette Espinoza-Garnica.</p> <p>Vote: Laura Bent – yes Julissa Acosta for Matthew Chidester – yes Teri Chin – abstain Selina Toy Lee for Ken Cole – yes Lissette Espinoza-Garnica– yes Brian Greenberg – yes Raymond Hodges – yes Adam Loraine – yes Jacob Stone for Aubrey Merriman – yes Ray Mueller – yes Mark Nagales – yes Melissa Platte – yes Mariana Rocha – yes Iliana Rodriguez – yes</p> <p>Motion passed.</p> |
| Navigation Center Updates Matthew Hayes (HSA), Robert Moltzen (LifeMoves), Irene Pasma (Health) | <ul style="list-style-type: none"> • Background <ul style="list-style-type: none"> ○ Array of prefabricated modular units serving 260 singles and couples ○ 240 Sleeping units ○ All electric commercial kitchen ○ Community Building ○ Dog Run |

- Basketball Court
- Medical and Dental Clinics
- Move-in timeline
 - Phase 1: First round of clients moved into the Navigation Center on May 8, 2023.
 - Phase 2: Intakes for the remaining units will begin in several weeks after completion of some remaining construction items.
- Opening day
 - Transitioned first group of clients into the Navigation Center on Monday May 8
 - Common themes staff saw with clients:
 - Seeing some smiles for the first time
 - A dog enjoyed the dog run!
 - Clients were able to enjoy a hot breakfast
- See presentation slides for photos of the Navigation Center
- LifeMoves and on-site service providers
 - LifeMoves
 - Housing-first, intensive case management
 - Benefits assistance
 - Employment assistance
 - Housing assistance
 - Licensed Vocational Nurse
 - Outreach Team working out of the Navigation Center
 - Healthcare in Action
 - Medical Care
 - Behavioral Health
 - Care Coordination
 - On-site
 - El Centro
 - Substance abuse drug treatment program
 - Group and 1:1 counseling sessions
 - Outpatient AOD services
 - Innovative incentive program to increase participation
 - On-site 7 days a week
 - Dental
 - Will be launched when dental clinic space has been completed
 - Comprehensive dental services
 - Vendor in contract
 - On-site 5 days a week
- System coordination
 - Healthcare in Action has built relationships and referral pathways between shelter and various healthcare partners

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| | <ul style="list-style-type: none"> ○ Navigation Center being used as momentum to formalize and strengthen relationships <ul style="list-style-type: none"> ▪ Improve and learn from the Navigation Center, and use that in other areas ▪ Learning how to measure, evaluate, and then share with the community ● Questions: <ul style="list-style-type: none"> ○ How do clients get referred to the Navigation Center? <ul style="list-style-type: none"> ▪ Currently there is still some active construction onsite, so we are pausing referrals. When we open for further intakes, the process for referrals will be through the Coordinated Entry System, accessed at any of the Core Service Agencies. CES continues to be the process for anyone who is experiencing homelessness to be referred into an available shelter, which will include the Navigation Center, once it's able to take new referrals. Some clients who are in congregate shelters now will also be referred into the Navigation Center. ○ How long it will take to fill the Navigation Center? <ul style="list-style-type: none"> ▪ Still to be determined, depending on final construction steps. ○ Are there other planned Navigation Centers in other parts of the County? <ul style="list-style-type: none"> ▪ The planning for this program took many years, and the Homekey funding was critical to make it possible. There are no plans for similar additional programs at this time. ○ How do the Navigation Center staff support clients in working towards permanent housing? <ul style="list-style-type: none"> ▪ It's challenging given the very high cost of housing ▪ Housing vouchers are extremely helpful, but many clients do not receive a voucher, given the limited availability of vouchers. ▪ We focus on increasing income ▪ Work with different vendors and employers to help clients get community jobs and job training ▪ Family reunification is also explored ▪ Incentive programs for clients with SUD ▪ The work to add additional permanent supportive housing units is also really critical to this ● No public comment. |
| <p>Casa Esperanza Updates Ray Hodges (Department of Housing)</p> | <p>Homekey program-background and context</p> <ul style="list-style-type: none"> ○ State Homekey provides funding for local jurisdictions to acquire and convert hotels, motels, and other existing buildings to interim housing and permanent supportive housing ○ Homekey created an opportunity for San Mateo County to respond quickly to address homelessness during the pandemic ○ Progress: <ul style="list-style-type: none"> ▪ 2 hotels acquired and converted for interim housing (Pacific Shelter and El Camino House) ▪ New construction of the Navigation Center ▪ 2 hotels acquired and converted to permanent supportive housing (Shores Landing and |

Casa Esperanza)

Comfort Inn/Casa Esperanza

- Finding the right location
 - Location
 - Comfort Inn & Suites in Redwood City
 - Located within a half mile of transportation, near grocery stores, health facility, library, and pharmacy
 - Site Potential
 - 42,887 sq ft site; 51 motel units; 1 manager's unit; lobby/desk area; breakfast room & parking
 - Building is in reasonably good condition, with potential to add small kitchens in each unit; and increase the number of accessible units from 4 to 11
 - Existing pool to be filled and a new community room to be constructed on area; existing sauna to be converted into staff office space for resident services
- Timeline
 - October 2021 – DOH applied to the California State Homekey program
 - February 2022 – DOH received award notification of \$16 million from Homekey
 - March 2022 –DOH selected Alta Housing to operate property and Mental Health Association of San Mateo to provide on-site supportive services
 - April 2022 – DOH purchased Comfort Inn & Suites (renamed Casa Esperanza – House of Hope)
 - April 2022 – Contracted with the Department of Public Works (DPW) for renovations
 - May 2022 – DPW work began
 - August 2022 – Alta Housing began tenant intake process
 - January 2023 – Tenants began moving into Casa Esperanza Apartments
 - February 2023 – All units fully occupied
- Acquisition
 - Purchase Price: \$17,000,000
 - Estimated Rehab Costs: \$4,200,000
 - Partners:
 - Redwood City – Funding partner, local support
 - Alta Housing – Operator, soon ground lessee
 - San Mateo County Department of Public Works – Managed renovations and construction of community room
 - Mental Health Association of San Mateo – Resident service provider
- Who we serve:
 - Rapid Lease-up Partnerships
 - 10 units referred by Redwood City Safe Parking Program

- 41 units referred by HSA's Coordinated Entry System (including 4 units set aside for Redwood City's HOME ARP program)
 - Tenant demographics
 - 59 Tenants in 51 units
 - 100% formerly homeless
 - Average Annual Income \$10,638
 - Race:
 - Hispanic – 21
 - White – 19
 - Black – 7
 - Asian/Pacific Islander – 5
 - Other/Declined to report – 23
- Budget/project funding
 - Acquisition
 - State Homekey: \$10,524,997
 - County ARPA: \$6,475,003
 - Rehabilitation/new construction
 - State Homekey: \$1,493,996
 - County ARPA: \$3,928,596
 - Operations – 15 years
 - State Homekey: \$3,449,330
 - RWC HOME ARPA: \$1,015,214
 - County Voucher Program: \$19,087,574
- Challenges
 - Tight deadlines and extensive reporting requirements by California HCD
 - Construction delays lead to delays in lease up of several months
 - New and intensive role for DOH staff managing Homekey property from acquisition through renovation
 - Stabilizing tenants and property's operations
 - Ongoing negotiations for a ground lease and operational budget
 - Managing contracts and paying monthly invoices for: security, fire safety, utilities (water, electricity, etc.), elevator operator
- Successes
 - Quickly expanded supply of supportive housing to meet urgent housing and service needs
 - Rapid time to lease up and move people in
 - Acquisition/rehab cost less per unit than new construction (but with drawbacks)
 - New partnerships formed
 - Spurred innovation in new programs: County Voucher Program
- Questions:
 - Do you see more state funding coming down for projects like this, and expanding this

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| | <p>program?</p> <ul style="list-style-type: none"> ▪ The state opened Round 3 of Homekey for applications. It's unsure if State will continue to add to Homekey, but it's been very successful so far. ○ Is there consideration for keeping the pool onsite? <ul style="list-style-type: none"> ▪ There were some challenges with the pool and we wanted to repurpose the space as a community room, which would have more uses for the residents. • No public comment. |
| <p>Presentation: United Hopes Builders' Modular Housing Model Pastor Paul Bains (United Hope Builders)</p> | <ul style="list-style-type: none"> • The vision <ul style="list-style-type: none"> ○ United Hope Builders was birthed from the momentum of our partner organization WeHOPE. Since our founding of WeHOPE in 1999 by Cheryl and Pastor Paul Bains, we have served over 1 million meals in our shelters, directed over \$22 million into communities of color, and help over 6,500 marginalized people annually across our services delivery system. • The problem <ul style="list-style-type: none"> ○ Affordable housing is a nation-wide crisis. In California alone, homelessness has increased 16% since 2018. ○ Although efforts to address this issue have been extensive, solutions that are suitable and sustainable elude elected officials and community leaders due to cost of construction, scarcity of available land, and political will. • The solution <ul style="list-style-type: none"> ○ United Hope Builders(UHB) is a non-profit factory enterprise and real estate development team focused on creating affordable housing in the Bay Area, especially for the least advantaged. ○ Our solution addresses the three major barriers to home ownership: <ul style="list-style-type: none"> ▪ Cost of construction <ul style="list-style-type: none"> • UHB is partnering with indieDwell, a manufacturer of affordable steel modular housing to bring real solutions that are sustainable and holistic • Together, we will bring one of the most innovative modular housing factories to East Palo Alto, with units costing 30% below traditional housing and delivered 30-40% faster <ul style="list-style-type: none"> ○ The joint venture is forecasted to create 90-100 manufacturing jobs with competitive wages that will also provide employment opportunities to people experiencing homelessness and people who have been previously incarcerated ▪ Scarcity of available land <ul style="list-style-type: none"> • Our leadership team and ties with our sister agency WeHOPE give us unique access to communities of faith and other non-traditional landholders who want to use their land to create affordable housing for their workers and the less advantaged ▪ Political will |

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| | <ul style="list-style-type: none"> • Our deep, longstanding ties in our communities with business leaders, developers, and elected officials give our team the ability to win tough political battles that will allow for housing to be build for our homeless and low-income residents. • Types of housing to produce <ul style="list-style-type: none"> ○ Units produced in a relatively short timeframe <ul style="list-style-type: none"> ▪ Deployment can happen in weeks rather than months ○ A variety of units: individual, couple, and family, dorm-style <ul style="list-style-type: none"> ▪ Goal to target multi-family ▪ Recent change in metal frame allows for larger units ○ Relocatable ○ Seasonal or year-round homeless shelters ○ Cost range <ul style="list-style-type: none"> ▪ \$106,000 to 115,000 per unit ▪ In LA factory, \$375,000 cost per door (including land). Significant cost reduction. • Factory ownership <ul style="list-style-type: none"> ○ 40% indieDwell, 40% United Hope Builders, 20% factory employees (formerly homeless shelter residents and/or incarcerated) • Questions: <ul style="list-style-type: none"> ○ Are the units fixed to the foundation or can they be moved? <ul style="list-style-type: none"> ▪ Both. Could be set up on stilts/pillars (temporary), or on cement walls with utilities underneath (permanent) ○ What's the lifespan of the unit for multi-family? <ul style="list-style-type: none"> ▪ I believe around 50 years, but need to confirm <p>No public comment.</p> |
| <p>Updates Selina Toy Lee and Jessica Silverberg, Human Services Agency staff</p> | <ul style="list-style-type: none"> • State Encampment Resolution Fund grant <ul style="list-style-type: none"> ○ County applied for second round of this state grant program <ul style="list-style-type: none"> ▪ City of RWC received a grant in the state's first round ○ Services proposed: <ul style="list-style-type: none"> ▪ to serve people living in 29 specific encampments <ul style="list-style-type: none"> • Near major transit arteries • 104 identified people <ul style="list-style-type: none"> ○ Thanks to the outreach teams for their work at these encampments ▪ Goal is to move 91 people into permanent housing and providing services to keep them housed ▪ Create a by-name list, which is one of the strategies that Redwood City is successfully doing ▪ Partner with BHRS, Dignity on Wheels, and Street Medicine |

- HSA brought this proposal to the Lived Experience Advisory Group (LEAG)
 - Received overall approval of the planned proposal, and incorporated their suggestion of including more continued services after housing
- 120 permanent supportive housing units to become available, 60 would set aside for this proposal's target population
- What's next:
 - Now we wait to hear back from the state regarding if the proposal was awarded, likely will hear back in June or July
- Questions:
 - If this grant is not awarded, then what happens?
 - The existing services in place (outreach, Street Medicine, etc.) will continue to provide services, but with this grant, there would be many more intensive services provided to all residents of these encampments.
- HUD Continuum of Care (CoC) grant
 - There is an annual process for all communities in the US to apply for CoC funding
 - CoC funding funds permanent supportive housing, rapid rehousing, some shelter and other supportive services
 - Compete every year to maintain funding and apply for additional funding via this very competitive process
 - Last year, HUD announced a Special CoC NOFO (Notice of Funding Opportunity) specifically targeting unsheltered and rural homelessness
 - San Mateo County worked intensively to submit the most competitive application possible
 - We were one of eight California communities awarded
 - \$3.5 million over a 3-year period. At the end of the 3-year period, we can apply to renew
 - Will use toward:
 - Permanent supportive housing voucher program
 - 20 new vouchers
 - the vouchers provide rental subsidies and supportive services
 - Program through Retraining the Village for case management and housing navigation
 - The application also included new collaboration with the Health Plan of San Mateo to connect people to health services
 - Additional comment:
 - The Department of Housing is also able to apply to up to 40 stability vouchers (available only through this Special NOFO).

No public comment.

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| <p>Roundtable Announcements</p> | <p>May is Mental Health Awareness Month and is a good reminder to always look out for and support your colleagues and loved ones.</p> <p>Mental Health Association is hosting a 2-day conference about navigating the behavioral healthcare system. We have a few seats available, so please join if you're interested.</p> <p>San Mateo County is hosting its first Pride parade on June 10. It will take place on San Mateo's B Street. Check out the San Mateo Pride Center's website for more information. We are also looking for vendors.</p> <p>WeHOPE shared that they will have a grand opening for the expansion of their shelter beds, which will significantly increase shelter beds available in East Palo Alto.</p> <p>Pacifica announced the approval of staff housing in Pacifica School District. The City of Pacifica will also be hosting its own Pride parade on June 3.</p> |
| <p>Closure</p> | <p>Meeting Adjourned at 11:30 a.m.</p> |
| <p>Next Meeting</p> | <p>August 9, 2023</p> |