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Agenda Date: 4/28/2021
Council Meeting

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CITY OF FRESNO
CITY CLERK'S OFFICE

FRESNO CITY COUNCIL



Information Packet

ITEM(S)

File ID 21-586 (3-B)

Workshop - City of Fresno Homeless/Housing Strategy

Contents of Supplement: PowerPoint Presentation.

Item(s)

Supplemental Information:

Any agenda related public documents received and distributed to a majority of the City Council after the Agenda Packet is printed are included in Supplemental Packets. Supplemental Packets are produced as needed. The Supplemental Packet is available for public inspection in the City Clerk's Office, 2600 Fresno Street, during normal business hours (main location pursuant to the Brown Act, G.C. 54957.5(2)). In addition, Supplemental Packets are available for public review at the City Council meeting in the City Council Chambers, 2600 Fresno Street. Supplemental Packets are also available on-line on the City Clerk's website.

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Workshop: Homeless and Housing Strategy



Presentation Outline

1. The 10-Year Plan to End Homelessness (2006-2016)
2. The Housing Continuum
3. Project HomeKey Update/Path Forward
4. Proposed Investments for Homeless Outreach and Services
5. Homeless Housing Development Plan
6. FY 22 Homeless/Housing Investment Plan

Fresno-Madera Continuum of Care

10-Year Plan to End Homeless (2006 to 2016)

Broaden Homeless Prevention Actions

- [*Provide transitional case managed services*](#) at all levels of homeless service access, especially in emergency shelter facilities and prior to discharge from public care programs/institutions, to ensure linkage to appropriate and necessary community resources and supports.

Rapidly —re-house people when homelessness cannot be prevented

- [*Expand the availability of permanent supportive housing*](#), so our homeless residents can move from constant crisis—into safe, stable and supported housing until they are self-sufficient.

Provide wraparound services that promote housing stability and self-sufficiency.

- [*Increase job training, skills development and employment opportunities*](#) to increase self-reliance, decrease reliance on public supports and promote successful independent living and self-sufficiency.

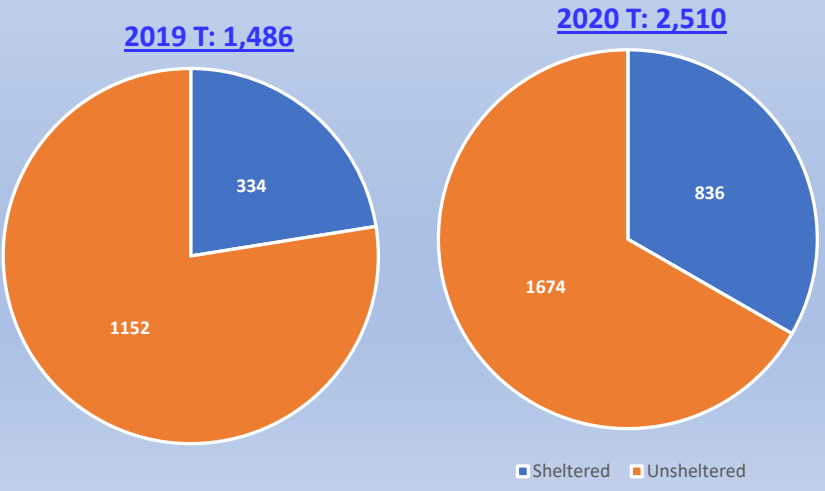
*Guided by these tenets, by 2017, the Fresno community had achieved a **59.3% reduction** in homelessness, the highest percentage change of any West Coast City (US Inter-Agency Council on Homelessness).*

Housing and Homelessness Strategy

The Housing Continuum

OBJECTIVE

- Reduce the number of homeless living in the streets (house the homeless, placement not displacement)



68.9 percent increase in homeless individuals from 2019 to 2020

Housing and Homelessness Strategy

The Housing Continuum

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Emergency Shelter Resources	Counts
Existing Emergency Shelter Beds	315

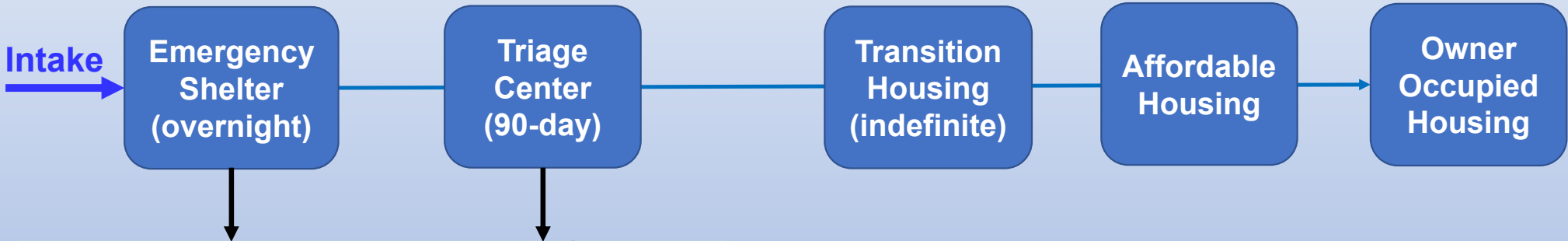
Strong Partners	
Poverello House	Marjoree Mason
Turning Point	Fresno Mission
West Care	Fresno EOC
Mental Health Systems	Kingsview

Housing and Homelessness Strategy

The Housing Continuum

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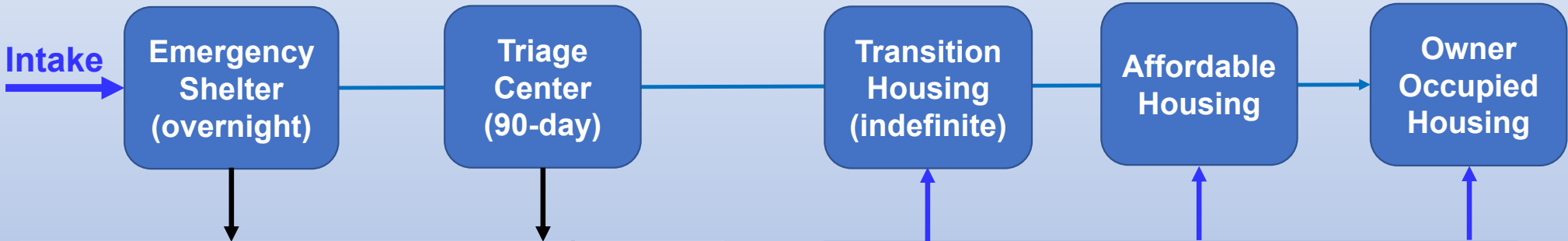
Emergency Shelter Resources	Counts
Existing Emergency Shelter Beds	315
New Shelter and Triage Capacity	
Existing Motel Rooms (publicly owned)	327
Future Motel Rooms (publicly owned)	60
Future Motel Rooms for Public Purchase	207
Existing Motel Rooms (privately owned)	215
Total New Shelter Rooms	~809

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Housing: All Forms

Single family, multi-family, single room occupancy, boarding houses, tiny home villages, mobile home parks, accessory dwelling unit, infill, growth areas, etc.

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Housing Crisis

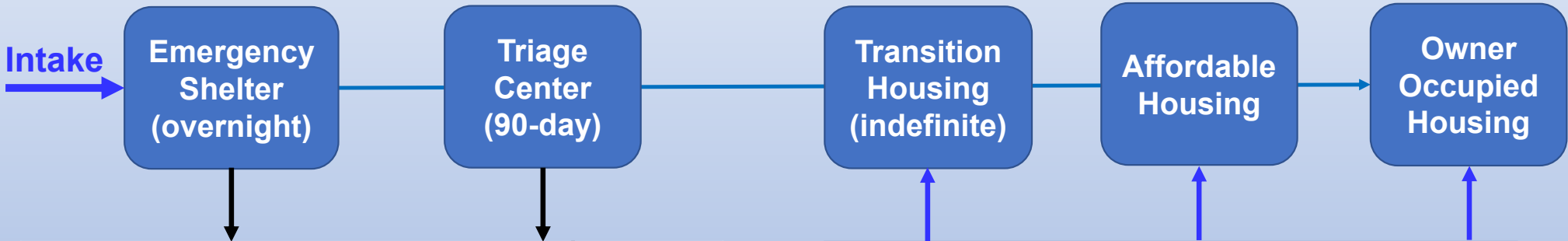
We lack inventory of housing stock to serve individuals that require supportive services, as well as those capable of independent living.

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Housing Solution for Homelessness

Project HomeKey Update

Although the numbers fluctuate, on average these 325 rooms serve approximately 450 individuals.

- Golden State Triage Center (*formerly Parkside Inn*) – 48 rooms
- Journey Home (*formerly Welcome Inn*) – 80 rooms
- Step Up On 99 (*formerly Motel 99*) – 99 rooms
- Sun Lodge (*formerly Days Inn*) – 98 rooms

Project HomeKey Schedule & Budget

Project Milestones	Date
Fresno Housing Accepts HomeKey Award	11/17/2020
Escrow Closes for Motels	12/02/2020
Motel Maintenance & Repair Begin	12/03/2020
Certificate of Occupancy Issued	2/01/2020

} 60 Days

Investment Sources	Totals
HomeKey Capital	20,183,191
HomeKey Operating Subsidy	3,356,415
FH Operating Subsidy Commitment	8,743,482
City of Fresno Operating Subsidy (5 years)	6,842,138
TOTAL	\$ 39,125,226



Project HomeKey Update

Capital Costs

Use \$70,000 per room to estimate motel acquisition and renovation costs

Cost Items	Golden State Triage	Journey Home	Step Up on 99	Sun Lodge	Totals
No of Rooms	48	80	99	98	325
Final Acquisition cost	3,000,000	4,400,000	4,425,000	4,790,000	16,615,000
Repair and replacement	498,547	599,798	473,023	565,202	2,136,570
Furniture and soft costs	260,577	306,365	361,102	503,577	1,431,621
Totals	\$3,759,124	\$5,306,163	\$5,259,125	\$5,858,779	\$20,183,191
Cost Per Unit	\$78,315	\$66,327	\$53,122	\$59,783	\$62,102

Project HomeKey Update

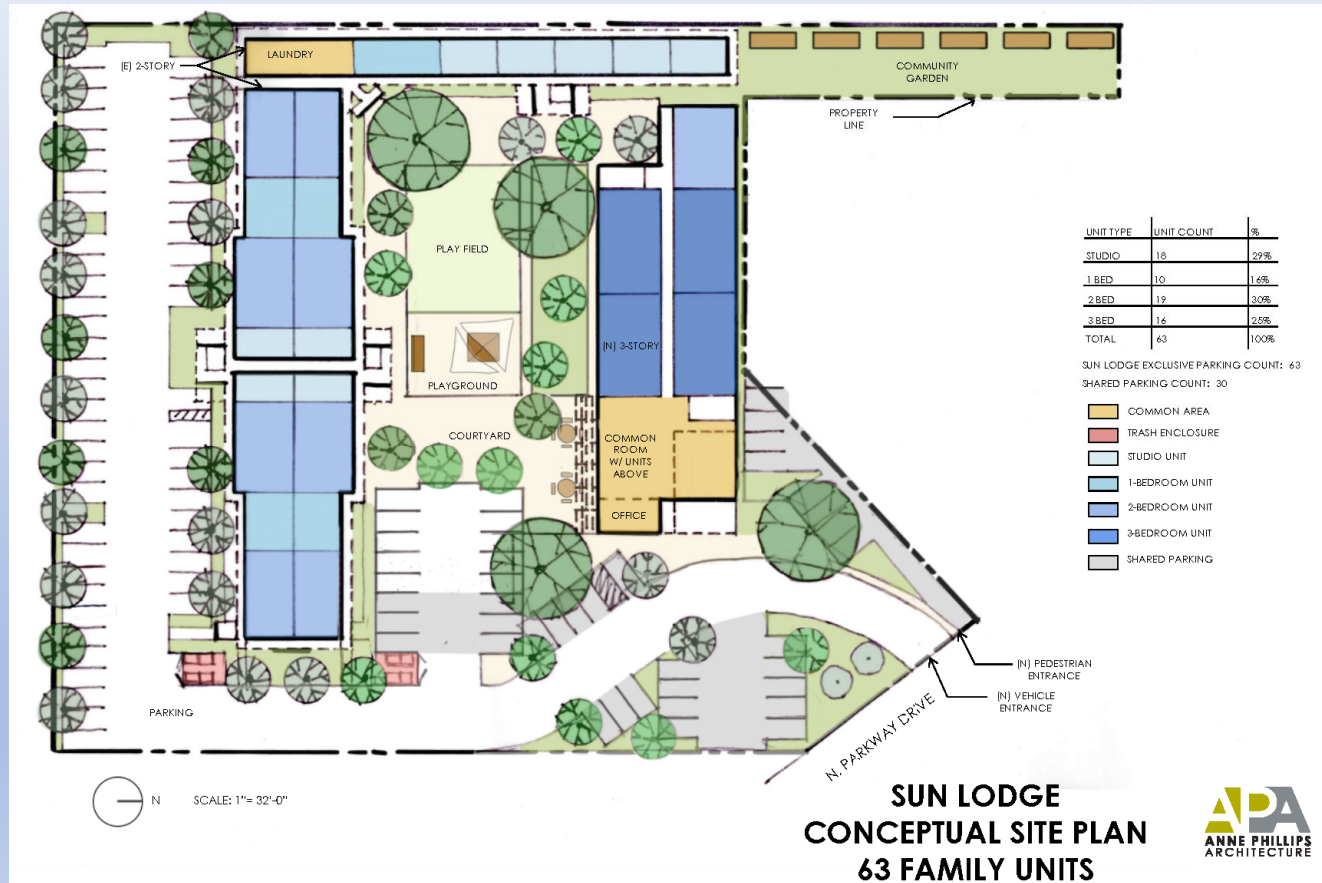
Year 1 Operating Cost Estimates

Use \$20,000 per room to estimate operations, maintenance, and service costs

Cost Item	Journey Home	Step Up on 99	Sun Lodge	Total
No of Rooms	80	99	98	277
Staffing for Homeless Services	546,548	561,349	395,504	1,503,401
Maintenance (Staff and Expenses)	33,500	47,297	27,500	108,297
Utilities	109,460	186,634	153,978	450,072
Food	220,440	220,440	160,320	601,200
Security/Furnishings	213,365	207,988	193,207	614,560
Admin and Office Support	168,497	183,556	139,576	491,629
Totals	\$1,291,811	\$1,407,264	\$1,070,085	\$3,769,160
Unit Cost, Per Room	\$16,147	\$14,214	\$10,919	\$13,607

Project HomeKey Update

Next Steps – Conversion to Permanent Housing



1. Subject to Funding Availability
2. Change of Use
 - a. Transient to Permanent Occupancy
 - b. Building Code Upgrades
3. Add Kitchenettes
4. Reconfigure units to create multi-room apartments
5. Apply for grants and tax credits
6. 18-month construction period for conversion



Housing and Homelessness Strategy

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Homeless Street Response

Emergency Shelter (overnight)

Triage Center (90-day)

Transition Housing (indefinite)

Affordable Housing

Owner Occupied Housing

1. Deploy HART Team to lead City’s homeless outreach and engagement efforts (*dispatch through 311 Center*)
2. Continue to invest in Low-Barrier Shelters and Services
3. Continue to invest in Triage Centers and Services
4. Continue to purchase motels for conversion to shelters
5. Continue to work with the private sector to rent housing units for homeless on an interim basis (90 days)

Housing and Homelessness Strategy

Continue to Invest in Low-Barrier Shelters

1. 24-hour access
2. No requirements regarding income, sobriety, or compliance with mental health treatment.
3. Partners, pets, possessions are allowed.
4. Shelter provided regardless of sexual orientation, marital status, or gender identification.
5. Space is limited, and all efforts are made to accommodate everyone



Housing and Homelessness Strategy

Continue to Invest in Homeless Shelter Services

1. On-site case management to develop a supportive service and housing plan for everyone.
2. Coordinate services for the physical, mental, and social well-being of homeless individuals
3. Assist with obtaining identification, birth certificates, social security cards, and income qualifications
4. Assist with reuniting with family and friends
5. Assist with housing search
6. Assist with workforce development training and employment searches
7. Provide transportation for essential services, employment, medical services, and housing searches
8. *Work with UCSF to explore the feasibility of creating a shelter medicine practice for residents to experience.*



Housing and Homelessness Strategy

Homeless Assistance Response Team (HART)

1. Multi-Disciplinary Team Dispatched through 311 Center
 - a. Lead Team for the City's engagement efforts with homeless populations throughout the City
 - b. Engagement led by Community Based Organizations (*fee for service*) and supported by Code Enforcement, Sanitation, and Police
2. Homeless Engagement Responsibilities
 - a. Outreach to offer housing and services
 - b. Respond to reports of public health and safety risks
 - c. Initiate the investigation and removal of criminal activity from encampments
 - d. Schedule the removal of trash and debris from encampments
 - e. Schedule the delivery of portable showers and restrooms on rotating basis for encampments
 - f. Coordinate with multiple jurisdictions (Caltrans, Fresno Irrigation District, etc.)
3. Priority Areas
 - a. Freeways
 - b. Public Schools
 - c. Parks
 - d. Neighborhoods
 - e. Business/Commercial Areas



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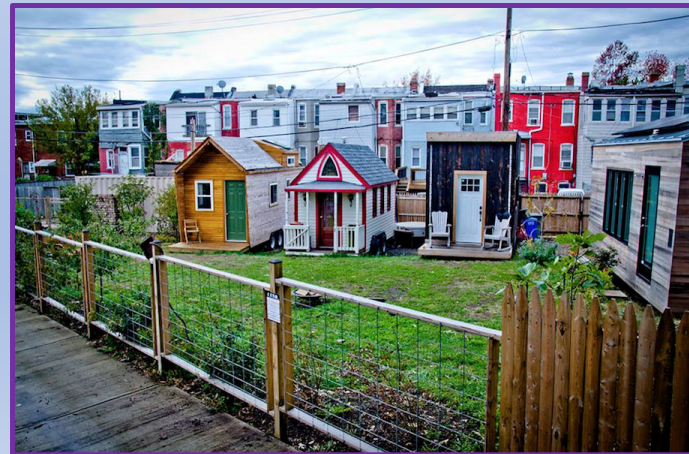
1. Prepare Housing Development Plan for City-owned property
 - a. Pilot-test tiny home villages, and similar high-density models on City-owned property
2. Invest in third-party affordable housing projects
3. Convert motels to permanent housing
4. Promote & encourage accessory-dwelling unit (ADU) development (400 to 800 sf units)
5. Provide move-in deposit assistance
6. Provide down payment assistance

Housing and Homelessness Strategy

Homeless Housing

Develop a Housing Development Strategy for City-Owned Property (Capital Program)

1. Identify city-owned properties proximate to public transit, grocery services, pharmacy services, medical services.
2. Review zoning and development restriction for housing projects
3. Prepare entitlements for permitted housing project
4. Identify funding source to build offsite infrastructure to support housing project
5. Transfer Title to Private, Public, and Not-for-Profit Agencies to build housing project
6. Pilot-test tiny home villages, and similar high-density models on City-owned property



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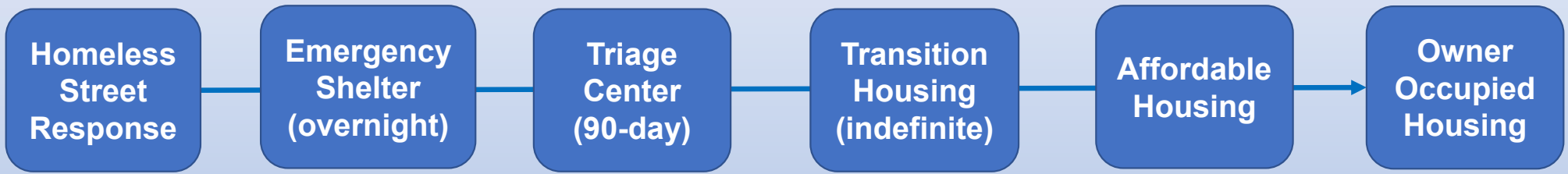
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FY 22 Expenditure Plan	Annual Cost
Homeless Assistance Response Team	\$1,205,932
Emergency Shelter Beds and Services	\$3,495,284
Project HomeKey Operations and Services	\$2,198,667
1 st Time Home Buyer Down Payment Assistance	\$971,100
Move-In Security Deposit Assistance	\$500,000
Affordable Housing Project by Others	\$13,722,632
Other (tenant/landlord counseling, rapid-rehousing, rental assistance, etc.)	\$3,122,017
TOTAL FY 22 INVESTMENT	\$25,215,632

City of Fresno Homeless Investment Options

Homeless Housing

New Housing/Homeless Investments Options	Unit of Measure	Unit Cost	Units	Annual Cost
Motel Acquisition for Shelter Housing	Room	\$70,000	100	\$7,000,000
Motel Homeless Support Services (<i>wraparound</i>)	Room	\$20,000	100	\$2,000,000
Motel Conversion to Permanent Housing	Room	\$25,000	100	\$2,500,000
Total Motel Acquisition, Conversion, Services				\$11,500,000



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QUESTIONS