



Resources for Community Development



“Creating and preserving affordable housing for people with the fewest options; building community and enriching lives”

Carolyn Bookhart – Director, Housing Development



RCD's Experience

- Over 2,500 homes completed and 1,000 in pre-development
 - Currently serving 5,000 low income residents
 - Working in 24 cities in 5 counties
 - Primarily Alameda, Contra Costa, and Santa Clara Counties
- Property Management model
 - Partner with the John Stewart Company
- Services model
 - Direct services
 - Partner with multiple service agency partners



Experience with Permanent Supportive Housing

- 30% of RCD's portfolio serve special needs households
- Over 400 PSH units built and over 300 units planned
- Permanent supportive housing models:
 - Integrated buildings with 5% to 40% PSH
 - 100% PSH buildings





Successful Integrated Permanent Supportive Housing



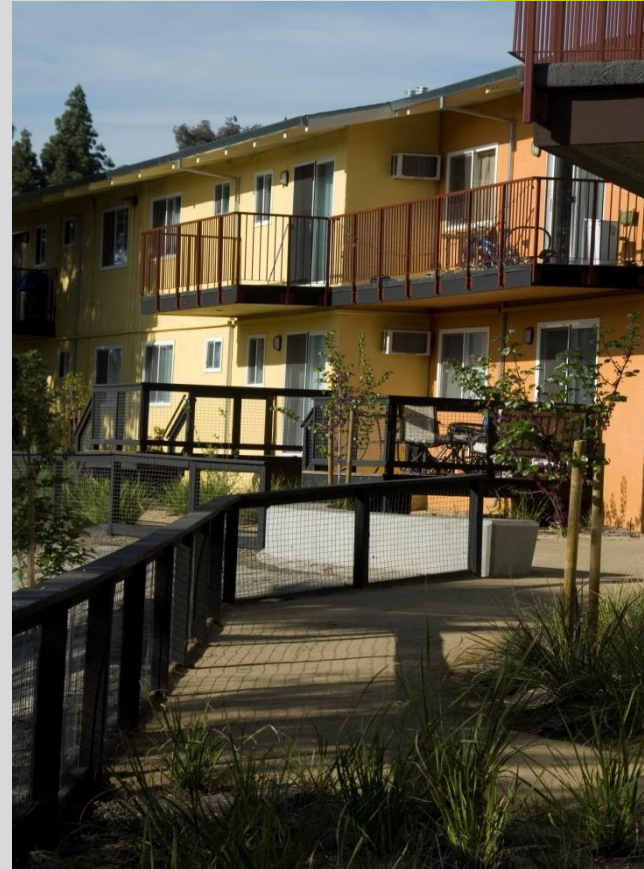
Clinton Commons

Oakland



Villa Vasconcellos

Walnut Creek



Lakeside Apartments

Concord



Successful 100% Permanent Supportive Housing



Berrellesa Palms
Martinez



1701 MLK
Oakland



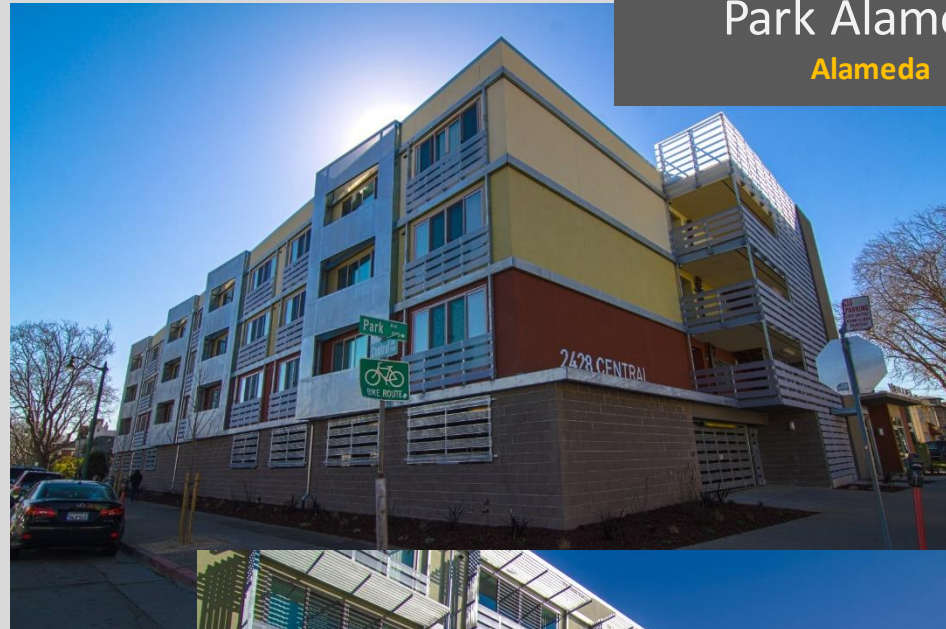
Lorenzo Creek
Castro Valley



Examples of Motel Conversions

Erna P. Harris
Berkeley

Park Alameda
Alameda





Examples of Motel Conversions

Empyrean Towers
Oakland



Mural at Harrison Hotel

Harrison Hotel
Oakland





Islander Motel - current



Existing Conditions:

- 70 units of nightly, weekly, monthly rentals
- Ongoing source of code and police violations





Bell Street Gardens - proposed



Substantial renovations and new construction

- Complete/Gut renovation of building
- Unit reconfiguration and addition of one story
- New construction on adjacent parcel



Creation of 128 permanently affordable housing

- Studio to 3bdrm apartments
- 17 PSH for formerly homeless
- 31 for physically or developmentally disabled



Fremont Islander

Temporary/Emergency Housing

- Timeline
 - 1-2 years from acquisition/entitlements/city approvals to construction start
- Multi-Agency Partnership
 - City funding for operating expenses and services dollars
 - Services provided through City of Fremont Department of Human Services
 - Ownership by RCD
 - Property Management by The John Stewart Company



Bell Street Gardens – Lessons Learned

- Early and ongoing coordination among all parties
 - Strong leadership and initiative by the city
 - Strong partners with experience in homeless housing

- Detailed legal agreements for partnerships and for residents
 - Emergency shelter model
 - MOUs and Program Agreements
 - Savings contributions vs rental payments
 - Program requirements vs lease agreements



Fremont Islander Temporary/Emergency Housing

- City Investment
 - Acquisition support
 - \$150,000/motel unit
 - Minimum repairs for occupancy and service offices
 - Monthly rental subsidies
 - \$1,000/unit/month to cover operational costs
 - Direct services
 - On-site case management
 - Coordinated mental health, housing, etc. resources



Property Management and Services Considerations

- Develop protocols and precautions for emergency/
supportive housing
 - Bed bug intervention
 - House rules
 - Strong services plans
 - Sufficient property management staffing and security measure

- Services delivery
 - Converted 2 units to service staff office
 - Strict program requirements



City of Fremont

\$620K HEAP Funding Commitment

- \$469,000 for up to 18 months of rent subsidies
 - 25 units @ \$1,000/unit
- \$150,000 for Service Coordinator
 - 18-month commitment of Support Services
 - Urgent Needs funding
 - Transportation
 - Medical Equipment
 - Car repair



How Did We Bring People In?

- Outreach and Referral
 - Winter Shelter
 - Abatements
 - “By Name” Housing Needs Assessment List

- Vetting Process
 - Application
 - Background Check, interview and rent assessment

- Lease agreement and house rules
 - Move-in and stabilization & Move-in
 - Initial work plan meeting with Service Coordinator



New Program Model – Emergency Shelter

- Why it was necessary
 - Clients in danger of losing “Literally Homeless” status by HUD definition
 - Eviction only recourse with problematic clients
- Emergency shelter program
 - Program and facility agreements vs. lease
 - Volunteer savings contributions vs rental payments
 - Emphasis on adhering to a housing transition plan
 - Increased accountability



Services & Outcomes

- Integrated services
 - Benefits assistance, housing, employment
 - SparkPoint financial coaching
 - Rehab and recovery services
- Outcomes
 - 9,000 emergency shelter bednights for 32 people
 - Individual savings of up to \$5,000 for transition
 - 18 have saved enough for a rental deposit
 - 5 transitioned into permanent housing
 - Client case studies