City of San Jose – Interim Housing Insights

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City of San Jose
Overview Today's Topics

- Need & Who is Homeless in our Community
- Driving factors of homelessness
- Defining interim housing in our region
- Overview San Jose’s interim housing
- Best practices and regional resources
- Questions & Discussion
6,650 Individuals Experiencing Homelessness in San Jose

4,975 Unsheltered

1,675 Sheltered
Primary Conditions that led to Homelessness

- LOST JOB: 26%
- ALCOHOL OR DRUG USE: 18%
- ARGUMENT WITH FAMILY OR FRIEND: 16%
- EVICTION: 15%
- DIVORCE/SEPARATION/BREAKUP: 13%
Inflow – Homelessness Continues to Grow

For every homeless family or individual connected to housing in the county, two to three more are experiencing homelessness for the very first time.
System Factors Driving Homelessness: Growing Wealth Gap

Earned income growth for full-time wage and salary wage and salary workers
San Jose City, CA: 2000-2019

GROWING WEALTH GAP
Systemic Factors Driving Homelessness: Lack of Affordable Housing

Affordable & Available Rental Homes
Per 100 Renter Households
San Jose Metropolitan Area: 2020

<table>
<thead>
<tr>
<th>Income Level</th>
<th>Homes Available per 100 Renters</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to Extremely Low-Income</td>
<td>32</td>
</tr>
<tr>
<td>0 to 50% AMI</td>
<td>45</td>
</tr>
<tr>
<td>0 to 80% AMI</td>
<td>81</td>
</tr>
<tr>
<td>0 to 100% AMI</td>
<td>94</td>
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SHORTAGE OF AFFORDABLE HOMES
Systemic Factors Driving Homelessness: Racism

Racial disparities in homelessness

<table>
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<tr>
<th>Black/African Americans</th>
<th>American Indian/Alaskan Natives</th>
<th>Hispanic/Latinx</th>
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<td>Homeless Population</td>
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<td>43.7%</td>
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Community Plan to End Homelessness

**STRATEGY 1**
Address the root causes of homelessness through system and policy change

**STRATEGY 2**
Expand homelessness prevention and housing programs to meet the need

**STRATEGY 3**
Improve quality of life for unsheltered individuals and create healthy neighborhoods for all
How does interim housing fit?

<table>
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<tr>
<th>Prevention</th>
<th>Crisis Response</th>
<th>Solutions</th>
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<tbody>
<tr>
<td><strong>Example:</strong> Homelessness Prevention System</td>
<td><strong>Example:</strong> Emergency Interim Housing</td>
<td><strong>Example:</strong> Permanent Supportive Housing</td>
</tr>
<tr>
<td><strong>Success Rate:</strong> 96.6% retention (benchmark: 85%)</td>
<td><strong>Success Rate:</strong> 50% exit to housing* (benchmark: 30%)</td>
<td><strong>Success Rate:</strong> 95.9% retention (benchmark: 95%)</td>
</tr>
<tr>
<td><strong>Scale:</strong> 2,466 households</td>
<td><strong>Scale:</strong> 1,157 people</td>
<td><strong>Scale:</strong> Data in process</td>
</tr>
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</table>
Defining Interim Housing Santa Clara County

- Temporary pathway to permanent housing
- Supportive services, longer stays
- Noncongregate: Private rooms, lockable doors
- Costlier than shelter, but more responsive to participant needs.
What are San Jose’s Emergency Interim Housing Communities?

- Goals are:
  - (1) to give people quality shelter out of encampments;
  - (2) transition people into permanent housing
- Provides participants with private rooms with shared kitchens and laundry facilities
- Participants have access to services (case management, medical and mental health referrals, job placement assistance)
San Jose EIH, Hotel/Motel Conversions, & Safe Parking
System Expansion since 2020

**Completed**
- D2- Monterey/Bernal, EIH [78]
- D2- Rue Ferrari, EIH [118]
- D3- Mabury Rd, BHC [40] D3- Guadalupe [96]
- D3- Sure Stay Hotel, Hotel Conversion [76]
- D3- The Plaza, Hotel Conversion [43]
- D6- Evans Ln, EIH [121]
- D6- Casa De Novo, Hotel Conversion [56]
- D7- Felipe Ave, BHC [40]
- D6 – Arena Hotel (89)
- D10 – Santa Teresa RV Parking (42)

**Under Construction/In Development**
- D3- Monterey & Branham [204]
- D3- Pavilion Inn, Hotel Conversion [43]
- D3- Pacific Motor Inn, Hotel Conversion [72]

**In Design**
- D2- Rue Ferrari Expansion [142]
- D10 – Via Del Oro (150)
- D3 – Berryessa RV Parking (85)

**Sites Approved by Council**
- D4- Cerone (~200)
- D9- Cherry Avenue (~96)

**Total**
1,751
Planning - Pre Development

- Site and Concept Development - Viability and Practicality
  - Key land items (e.g. environmental clearance, setbacks, deed and other restrictions, owner)
  - Rapid layout and concept development – get project moving, what are we doing
  - Internal coordination, hurdles (e.g. Housing, Building/Codes/PW, Fire, Transportation, Legal)

- Design, Procurement, Contracting
  - Each site, project, deal, opportunity, owner may be different (e.g. not traditional project)
  - Internal or consultant design
  - Amenities, Building Standards (e.g. State Building Codes, Local Codes, Temporary Exceptions)
  - Design-Bid-Build, Design-Build, Exclusive Negotiation, Philanthropic Development Partner
Planning – Development and Delivery

- Project Delivery Team and Strategy
  - Getting to a Final Design
  - Controlling Cost and Schedule
  - Parallel planning, development, pre-construction, lead times, modular buildings and units
  - Not allowing decisions, issues and delays to break down a project

- Construction, Completion, and Transition to Operations
  - Confirming plans, delivery and orders, field activity are all aligned
  - Bird dog modular orders, progress, delivery, and installation (usually a critical path)
  - Tight coordination between City/Project Mgr, Construction Mgr/Developer, Inspector
  - Keep operator in loop (design to completion) so occupancy can occur as soon as possible
Practice – Operating a site

- Human-centered Design
  - Low-barrier to entry
    - No sobriety requirements, storage options, pet policies, parking, access to public transportation
  - Incorporate feedback of lived experience at all levels: design, implementation
    - Ways to do this could include surveying participants of the site - CSJ partners with Lived Experience Advisory Board (LEAB)

- Robust supportive services with an emphasis on transition to permanent housing and building self-sufficiency
  - Heavy financial commitment to ensure programs are a success
    - EIHs historically outperform traditional congregate emergency shelter (50% PH placement)
  - Attempt to leverage other resources to offset site costs
    - E.g. hybrid security model, participant employment opportunities (pilot)
Success of Emergency Interim Housing

1,395 Total Individuals Served as of June 1, 2023

1,038 Individuals Exited

50% Exited to Permanent Housing

19% Exited to Temporary Housing

22% No Information/Don’t Know/Other

9% Returned to Homelessness

69% exited to a successful destination

Data Timeframe: January 2020 – June 2023
Sites: Evans Ln, Felipe, Mabury, Monterey/Bernal, Rue Ferrari
<table>
<thead>
<tr>
<th>Project/Community</th>
<th>Number of Units</th>
<th>Total Cost FY 22-23</th>
<th>Annual Cost per Bed</th>
</tr>
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<tr>
<td>Mabury BHC</td>
<td>40 units; 40 beds</td>
<td>$1,945,700</td>
<td>$48,642/bed</td>
</tr>
<tr>
<td>Felipe BHC</td>
<td>40 units; 40 beds</td>
<td>$2,065,300</td>
<td>$51,632/bed</td>
</tr>
<tr>
<td>Monterey/Bernal EIH</td>
<td>78 units, 78 beds</td>
<td>$2,858,516</td>
<td>$36,648/bed</td>
</tr>
<tr>
<td>Rue Ferrari EIH</td>
<td>82 units; 124 beds</td>
<td>$3,819,884</td>
<td>$30,806/bed</td>
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<tr>
<td>Evan’s Lane EIH</td>
<td>48 units; 121 beds</td>
<td>$2,956,213</td>
<td>$24,431/bed</td>
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</table>
Residents first and foremost appreciate having a **private lockable unit**.

Residents viewed the sites as secure places to regain **grounding, stability, and integrity** and to focus on bettering oneself.

One resident said they see interim housing as a place to **build back a foundation of health**—use this time to heal and recover from being on the streets so they can regain employment once they are healthy.

If done in a person-centered way, interim housing is an opportunity to provide people with dignified temporary housing.

To access the full report, go to: [https://baysfuture.org/emergency-interim-housing](https://baysfuture.org/emergency-interim-housing)
Regional Resources and Best Practices

- Flexible length of stay with housing navigation
- Prioritize individual **privacy**
- Include basic **supportive services**
- Set basic **site management** standards
- **Grievance procedures** for residents
- Track **metrics** on desired outcomes
- Strategic and flexible **placement methodology**

[Link](https://www.allhomeca.org/2022/10/05/the-role-of-interim-housing-as-a-homelessness-response/)
Questions & Discussion