

**HOPE Interagency Council (IAC) Meeting Minutes
May 1, 2024**

Present: Iliana Rodriguez, Teri Chin, Adam Loraine, Melissa Platte, Mariana Rocha, Laura Bent, Claire Cunningham, Kate Comfort Harr, Judith Guerrero, Raymond Hodges, Brian Greenberg, Aubrey Merriman, Alicia Garcia

Guests: Tammie Sweetser, Marianne Tessier, Chloe Richter, Jessica Silverberg, Khalia Parish, Matthew Hayes, Lody Burdick, Anne Okada, Wendell Kirkman, Marci Dragun, Ramaah Sadasivam, Laura Fanucchi, Jessica Mullin, Jocelyn Vidales, Sarah Fields, Lee Harrison, Nicky Vu, Carrie Dallman-Saheb, Diana Reddy

Topic	Discussion
Welcome	Iliana Rodriguez called the meeting to order at 10:02 a.m.
Public Comment	No public comments.
Action to Set Agenda and Approve Minutes	<p>Motion made by Adam Loraine to set the agenda and to approve February 7, 2024, minutes; motion seconded by Laura Bent.</p> <p>Vote: Laura Bent – yes Teri Chin – yes Claire Cunningham – yes Kate Comfort Harr – yes Brian Greenberg – yes Judith Guerrero – yes Raymond Hodges – yes Adam Loraine – yes Aubrey Merriman – yes Melissa Platte – yes Iliana Rodriguez – yes</p> <p>Motion passed.</p>

Affordable Housing Updates

Raymond Hodges
(Department of Housing)

- Construction Pipeline Updates
 - Data:
 - <30% AMI units: 770 completed; 478 pre-development; 167 in construction
 - Homeless units: 494 completed; 383 pre-development; 48 in construction
 - All affordable units: 2,874 completed; 1,275 pre-development; 501 in construction
 - 48 special needs units under construction
 - Baden Station – 2 County Clients
 - Colibri Commons – 8 MHSA, Confirmed.
 - Eucalyptus Grove – 18 HUD-VASH
 - Middlefield junction – 20 HHC units
- PSH Homekey Developments
 - Shores Landing
 - LEASE UP: May 2021
 - UNITS: 95 Units (*Studios/1 Bedrooms*)
 - CLIENTS SERVED: Seniors (55+ years old)
 - OWNER/MANAGER: MidPen
 - 2024 ANNUAL BUDGET: \$1.87M
 - SERVICES PROVIDER: MidPen and MHA
 - Updates:
 - Updates: \$5M in state CDBG-CV dollars will go towards the new community building and other renovations. We've requested an additional \$2.3M from the state to cover more of our renovation scope.
 - New community room
 - Carpet replacements
 - Accessibility upgrades
 - Cameras
 - Exterior paint
 - Outdoor space
 - Garbage chute
 - More space for resident services
 - Casa Esperanza
 - LEASE UP: January 2023
 - UNITS: 52 Units (*Studios/1 Bedrooms*)
 - CLIENTS SERVED: Adults and Families
 - PROPERTY MANAGER: Alta Housing
 - 2024 ANNUAL BUDGET: \$2M
 - SERVICES PROVIDER: Alta and MHA
 - Round 3 Updates: La Quinta and Ramada
 - La Quinta (Millbrae)
 - LEASE UP: January 2023

- UNITS: 52 Units (*Studios/1 Bedrooms*)
- CLIENTS SERVED: Adults and Families
- PROPERTY MANAGER: Alta Housing
- 2024 ANNUAL BUDGET: \$2M
- SERVICES PROVIDER: Alta and MHA
- Ramada (SSF)
 - Pending funding approval from Homekey Award Committee
 - Total \$13,892,800 Homekey Award requested
 - *Homekey Capital Award: \$12,100,000*
 - *Homekey Operating Subsidy: \$1,792,800*
 - Staff ramping up work on Ramada
- NOFA
 - Affordable Housing Fund (AHF) NOFA
 - Affordable housing investments
 - 3 affordable housing developments received federal funding totaling \$2,463,247.
 - 2 rehab projects serving 22 low-income families
 - 1 new construction project creating 37 new units serving families and persons with disabilities
 - 3 communities served, including Belmont, San Carlos, and Foster City
 - AHF 12.0 update
 - 15 projects with aggregate TDC of almost \$1B, creating 1081 units and requesting \$125 Million in County funds (almost 4 times available funds of \$32 million).
 - 14 New Construction Rental and 1 First Time Homeownership (18 units)
 - 10 communities served
 - 2 farmworker housing projects creating 58 farmworker units
 - 5 senior projects creating 318 senior units
 - 7 Large Family projects creating 285 units with 2, 3 or 4 BR (there are also some 2 BR units in other projects that do not qualify as Large Family).
 - 86 units for County homeless
 - 134 units for other special needs homeless/at risk including HHC (16), MHSA (29), IDD (42), severely disabled (18), homeless vets (3), frail elderly/duals demo (26)
- Questions?
 - Teri: For Shores Landing and Casa Esperanza, what is the turnover rate?
 - Melissa: Over the course of their first two years, it's an estimated 10%.
 - Teri: Regarding the funding from AHF update, would the additional units be designated for County individuals who are homeless?

	<ul style="list-style-type: none"> ▪ Ray: That is correct. ○ Aubrey: Do you have a deadline for when the funding will run out? <ul style="list-style-type: none"> ▪ Ray: Awards are not given on a regular basis. We received a lot of questions from the State on our latest projects, so we're hoping that leads to something. ○ Adam: Have the developments in Millbrae impeded the County's application and/or other projects going forward? <ul style="list-style-type: none"> ▪ Ray: We continue to track progress on this decision. The court date was pushed back. ○ Public comment: <ul style="list-style-type: none"> ▪ Sarah Fields (LifeMoves) asked for clarification on whether all the units in the new construction project would be ADA units. Ray specified that 18 of the 37 units would be for people with disabilities.
<p>Navigation Center – One Year Update Robert Moltzen (LifeMoves)</p>	<ul style="list-style-type: none"> ● Program Overview <ul style="list-style-type: none"> ○ Official start date May 8th, 2023 ○ 2.5 acres ○ 240 individual units (can serve up to 260 clients): <ul style="list-style-type: none"> ▪ 168 units have in-suite restrooms and showers (Bldg. A & D) ▪ 72 units are non-suite units (Bldg. B & C) <ul style="list-style-type: none"> ● Communal showers and restrooms are provided for these units ▪ 24 units can accommodate couples ▪ 218 units are occupied by referral through CES. ▪ 17 units are dedicated for contracts to support county departments. ▪ 5 units are dedicated to temporary Redwood City on-demand ● Site Amenities <ul style="list-style-type: none"> ○ All units are outfitted with: <ul style="list-style-type: none"> ▪ Independent HVAC System <ul style="list-style-type: none"> ● Allows client to control the temperature of their unit, but also allows LifeMoves to safely isolate clients who contract COVID. ▪ Doorbell ▪ Code-locked entrance ▪ Fully private front door with drawable shades on all windows ▪ Large shelving units to store up to 60 gallons worth of belongings ▪ Bug resistant mattress and bedframe ▪ Desk with electrical appliances ▪ All units are ADA compliant ▪ Receive weekly linen services ○ Some units are outfitted with: <ul style="list-style-type: none"> ▪ Doorbell system for the hearing impaired ▪ 24 units with double mattress to support couples ○ Other Site Amenities:

- Pet park
- Fully industrial kitchen
- Garden
- Client Support Center
- Client Store/Information Center (Coming Soon)
 - Clothes, collars for animals, tick removal, etc.
- On-Site Services and Community Partners
 - On Site Services at the Navigation Center (Full Time)
 - Healthcare in Action – Medical Services
 - University of Pacific – Dental Services (start date TBD)
 - El Centro – Substance Disorder Services
 - Highest number ever engaged at El Centro, ~30 actively engaged.
 - LifeMoves operates under a harm reduction model. Treatment is not a requirement to remain in shelter.
 - Housing and Employment Services (LifeMoves)
 - Benefit Specialist (LifeMoves)
 - Strategic Outreach Team Redwood City (LifeMoves) – Redwood City Outreach Team
 - On Site Services at the Navigation Center (Part Time)
 - Integrated Medication Assistant Treatment – Substance Disorder Treatment
 - Behavioral Health Recovery Services – Mental Health
 - San Mateo County SPCA – Animal Services
 - Economic Self Sufficiency – Benefit Services
 - Facilitates registration for General Assistance and other County benefits
 - Behavioral Health Intern Program (LifeMoves) – Mental Health
 - Partner with various universities, so we can direct clients who have stigma about mental services.
 - Redwood City Police Pilot Program – Outreach / Community Building
 - Engaged with over 90 of our residents. Build collaborative relationships with our clients.
- Client Trends and Highlights
 - Increase Length of Stay (LOS) for average client
 - 60 clients have been identified as Long Stayers (a year or longer in the homeless system)
 - Serving a much more acute population of clients:
 - Increased numbers of self-identified with mental health
 - Increase numbers of clients with complex medical conditions
 - Increase in population size who are un/diagnosed with substance disorder
 - Primarily Alcohol and Methamphetamine
 - Clients are stabilizing faster due to independent livable units and privacy
 - Seen with client behavioral changes and engagement levels

- We are also seeing a stabilization of animals on site
 - This impacts our average LOS. Need to stabilize clients before placing in housing, but once placed, we have a higher housing retention rate.
- Increase in self-identified women enrolled in program
 - Increase population of clients fleeing domestic violence
 - Increase population of clients with sex trafficking or sex work history
 - LifeMoves works in collaboration with CORA to have internal training and provide workshops directly to clients.
- Early on in our operations we started to take a deeper dive into our 911 emergency calls originating at the Navigation Center
 - Not only did we want to understand the trends of 911 calls but also work collaboratively with EMS services (Redwood City PD & Fire) to ensure proper response to emergencies and allocations of city resources.
 - Some trends that were identified:
 - Majority of 911 calls were trigger by a medical incident
 - Clients who were transported to the hospital via paramedics had a high rate of passing the threshold for lights and sirens. (Serious Medical Emergency)
 - Clients were often stabilized at the hospital for more than 24hrs (Multiple days in hospital)
 - 911 calls tend to spike starting around 5:00pm
 - Less medical staff on site, Healthcare in Action stops services at 5:00pm
 - Higher rate of clients returning to program under the influence, which can exacerbate medical conditions.
 - In comparison with Maple Street Shelter, 911 calls have continued to remain at the same numbers, despite tripling the client population.
- Nearly 7 in 10 clients are male (69%)
- Increasing acuity:
 - 73% of clients present with 1+ disability, 45% have 2+ disabilities
 - 4 in 10 clients are age 55+
 - More than 3 in 4 clients (76%) entered the Nav Center from unsheltered homelessness
 - 41% of clients were homeless for 3 years or longer before entering the Nav Center
 - 45% of clients enter with no income
- Since opening, 1 in 3 Nav Center clients who exit go to permanent housing, with another 2% going to temporary stable destinations
 - 6 in 10 clients use rental assistance (any/all kinds) to exit
- Construction
 - Some of the challenges we faced this year:
 - Early technology challenges including card key system, Wi-Fi during the early opening weeks, and security camera placement

- Elevators are under construction
 - Expected completion this summer
 - In the meantime, CES, LifeMoves and HIA are collaborating to conduct mobility assessments and make careful decisions to place clients on 2nd and 3rd floors.
 - Working through warranty repairs and supply chain demands for replacement parts
- Goals for the next year
 - Continue to build community partnerships and resources:
 - Continue to build and develop better programming:
 - Continued case manager training on best practices and trauma-informed approach
 - Continue to monitor incoming data to identify trends for fine tuning programing
 - Design trainings and workshops that have a better focus lens.
 - Increase on site workshops for clients to specifically target common barriers for clients, such as tech literacy.
 - Continue with Multi-Disciplinary Team Meetings to facilitate care for Long Stayers
- Q&A
 - Claire: Some clients have technology barriers. They'll get emails that they've been matched, but they don't check their emails. The challenge is case manager is not also notified. Can we fix that? Can the voucher email sender include the case manager in the match notification?
 - Robert: Part of every case management meeting is to check client's email and profiles on Rent Café/other portals so that we aren't too delayed in notifications.
 - Teri: Peninsula Family Service has an excellent tech literacy program.
 - Robert: We're currently doing computer literacy programs run by LifeMoves staff and volunteers. I'll reach out to PFS.
 - Adam: Could you elaborate on the partnership with the outreach project with Redwood City Police Department?
 - Robert: This program is to facilitate community building, trust, and engagement. There is a lot of mistrust from residents toward police and stigma from police toward residents. It's still in the early stages. Police officers will come onsite to promote the visualization of police onsite without the need to respond to an incident. This can dive down our 911 calls (if there's an altercation with another resident, you can speak with officer onsite instead of calling 911), which reallocates resources back to Redwood City.
 - Diana Reddy (public): How are those 5 Redwood City on-demand beds used?
 - Robert: In outreach, there is a moment of opportunity when a client will accept shelter. You can engage and engage and engage, but if you don't provide the moment they're interested, you'll lose a lot of progress. With these beds, they're not going through CES or getting waitlisted. They can go straight to that unit, and then we can go through the CES process the day after. We may not keep them at Nav Center, they may end up at another shelter. People who live in Redwood City want to stay in Redwood City.
 - Kate: What does the waitlist look like if you're not a person in encampment?

	<ul style="list-style-type: none"> ▪ Robert: Slow turnover rate at Nav Center means a growing waitlist for units to open up. <ul style="list-style-type: none"> • Teri: Jerome from CES reported that list is down to 14, not including the 44 on waitlist for Coast House specifically. ○ Laura: How many units are offline? <ul style="list-style-type: none"> ▪ Robert: Currently down to 3. It's a much healthier situation than 6-7 months ago. We've maintained over 95% occupancy since September. ○ Lee Harrison (BHRS) asked for elaboration on the "opportunity for life skills." <ul style="list-style-type: none"> ▪ Robert: There are unique housing barriers for clients who cannot be independent right now. What community resources we can tap into for them? We emphasize the importance of keeping their unit tidy, taking daily medication, etc. We're looking for experts in these types of fields.
<p>HIP Housing Overview Kate Comfort-Harr and Laura Fanucchi (HIP Housing)</p>	<ul style="list-style-type: none"> • Specializing in creative affordable housing solutions & in utilizing existing housing stock more efficiently • 1,200 people housed annually <ul style="list-style-type: none"> ○ Home Sharing (350) ○ Self Sufficiency Program (125) <ul style="list-style-type: none"> ▪ Housing and housing scholarships for families and emancipated youths ○ Property Development & Property Management (720) <ul style="list-style-type: none"> ▪ Own over 20 properties ○ Housing Readiness Counseling (counseled 980 and housed 6 since July 1, 2023) ○ Calls & Inquiries (2,500) • Recent trends: <ul style="list-style-type: none"> ○ Post COVID, anything "shared" is struggling ○ Greater client vulnerability, less income, health issues ○ More seniors facing housing insecurity of the first time ○ Less follow through from both clients and tenants – people give up more easily <ul style="list-style-type: none"> ▪ They come in, see requirements, and they don't have bandwidth to do it. ○ People need to be heard <ul style="list-style-type: none"> ▪ They need someone to listen. They've been through a lot. ▪ Trauma is real for both clients and staff. ▪ Started an agencywide trauma-informed lens. <ul style="list-style-type: none"> • What does it mean to have trauma? What barriers does it create, both in the client and in our ability to serve them? Do we unintentionally produce trauma? • Housing programs and services <ul style="list-style-type: none"> ○ Home Sharing <ul style="list-style-type: none"> ▪ Homesharing is a living arrangement in which two or more persons share a home or an apartment. <ul style="list-style-type: none"> • Each has a private room and shares the common living areas. ▪ Home Providers and Home Seekers

- Home providers are adults who own a home but are struggling with utility cost.
- Seekers are typically single adults, couples, or singles with children.
- Service Area
 - Primarily based in San Mateo County.
 - Opened up a little bit to serve Santa Clara County residents as well.
- Screening and matching
 - HIP's Homesharing Program matches people with compatible interests and life styles.
 - HIP facilitates two types of homesharing arrangements: match and service exchange.
 - In a match arrangement, a home provider is matched with a home seeker, who pays rent.
 - In a service exchange a home seeker provides a service, such as light cooking, cleaning, or companionship in lieu of or for a reduced rent.
 - Both parties sign a Living Together agreement.
 - We provide follow-up support and mediation every 3 months.
 - On average, our matches last up to 5 years.
- Self Sufficiency Program
 - 45-50 families with children or Transitional Aged Foster Youth
 - Eligibility: Referred by an advocate.
 - Case Managers meet the with family at least once a month and look at benchmarks of progress.
 - Career goals
 - Savings & credit repair
 - Housing plan
 - Connect with property portals and other affordable housing opportunities.
 - Life Skills workshops
 - Parenting skills, budgeting, etc.
 - Connection to wide array of services
 - Housing support models
 - 4 group share homes
 - Rental scholarship
 - Families only have to pay \$100 per room per month. Rest is subsidized by DOH.
 - Can stay up to 2.5 years
- Housing Readiness Counseling
 - Callers who contact HIP Housing for support often reach out in moments of acute housing insecurity and stress.

- The purpose of the HRP is to improve individuals' access to housing resources, prioritize follow-up, and provide case-management support to individuals with the greatest needs.
 - When an inquiry is received, staff assess for HS, SSP, HRP or other resources. The inquiry is then sorted into one of three tiers:
 - Tier 1: Not connected to San Mateo County.
 - → give housing resources
 - Tier 2: Connected to San Mateo County but not interested in or does not qualify for HS or SSP
 - → give housing resources and follow-up 6 weeks later
 - Tier 3: Connected to San Mateo County; doesn't qualify for HS or SSP; older adult; low income; first time seeking; tech/language barrier
 - → refer to Program Coordinator
 - Biggest challenge is creating a subsidy model.
- Property development
 - 20 properties throughout San Mateo County
 - Apartments that already exist. We purchase and keep as affordable housing for perpetuity.
- Property management division
 - Difficult to partner with property management, so we brought our own. Difficult to find and maintain staff with the skills for property management as well as our vision.
 - Manage 501 units (329 ours, 172 for third parties)
- Questions:
 - Judith: How do you deal with families who are undocumented? Are they eligible for your program?
 - Laura: No requirements for home share beyond being a family size of 1-2 persons. For the SSE program, they need documentation for at least 1 member. With Housing Readiness, we see a lot of undocumented families make inquiries. We try to look at other resources available for them.
 - Diana Reddy: When you indicate expansion into Santa Clara County, is it including properties in Santa Clara County or are Santa Clara County residents displacing San Mateo County residents?
 - Laura: Homeshare expanded due to loss of funding. Santa Clara County residents typically have a connection to San Mateo County already. Home providers are all in San Mateo County. There are not a whole lot of folks from Santa Clara County in the program.
 - Kate: Both provider and seekers are clients. Our waitlist never closes, you never know who is going to match.
 - Kara Dolsen: When discussing trends, you mentioned people giving up more. What are the biggest challenges?

	<ul style="list-style-type: none"> ▪ Kate: The amount of documentation and income verification. There's no easy access to this stuff with all the barriers placed on us to adequately confirm someone's income. There's also a lot of back and forth, as happens with these programs, so folks get tired. ○ Robert: For your SSP program, do pregnant adults qualify? If yes, is there a term threshold? <ul style="list-style-type: none"> ▪ Laura: Pregnant adults qualify if they are in their last trimester and are also enrolled in school. ▪ Kate: Even if this person is not in the last trimester, send them to us anyway so we can discuss a game plan in the meantime until they become eligible.
Committee Charter Amendment Review and Vote Iliana Rodriguez (County Executive's Office)	Item was skipped due to time and will be addressed at the next meeting.
HSA Updates Iliana Rodriguez (County Executive's Office); Claire Cunningham and Matthew Hayes (Human Services Agencies)	<ul style="list-style-type: none"> • Measure K <ul style="list-style-type: none"> ○ Board adopted last month the recommendation from various panels. ○ In process of reaching out to the recommended projects ○ Looking for opportunities to maximize impact ○ Make recommendation to the board prior to June. 3 board hearings left to conclude. • Encampment Resolution Fund (ERF) <ul style="list-style-type: none"> ○ \$14.1M grant awarded to San Mateo County ○ Through this grant, we propose to serve clients in identified encampments that were listed in the application (26 small encampments in transportation corridors). Outreach partners identified the encampments and number of individuals at each encampment. ○ Funding will go to additional outreach case managers, additional CES specialists to go out to encampments with outreach, BHRS and medical services, RRH, and more. • Outreach mapping <ul style="list-style-type: none"> ○ HOT from LifeMoves, WeHOPE, and Pacifica Resource Center partnered with law enforcement across the county. ○ Street outreach paired with law enforcement to coordinate outreach mapping. <ul style="list-style-type: none"> ▪ They canvas the areas together, then outreach brings what they learn back and updates our mapping. ○ Short term goal: get better data of the unsheltered situation and encampments, and also develop relationships with law enforcement.
Roundtable Announcements	Teri shared that Redwood City submitted a state Encampment Resolution Fund (ERF) application. They should receive a decision at the end of the year.
Closure	Meeting Adjourned at 11:39 a.m.
Next Meeting	August 7, 2024 meeting was cancelled. The next meeting is on November 13, 2024