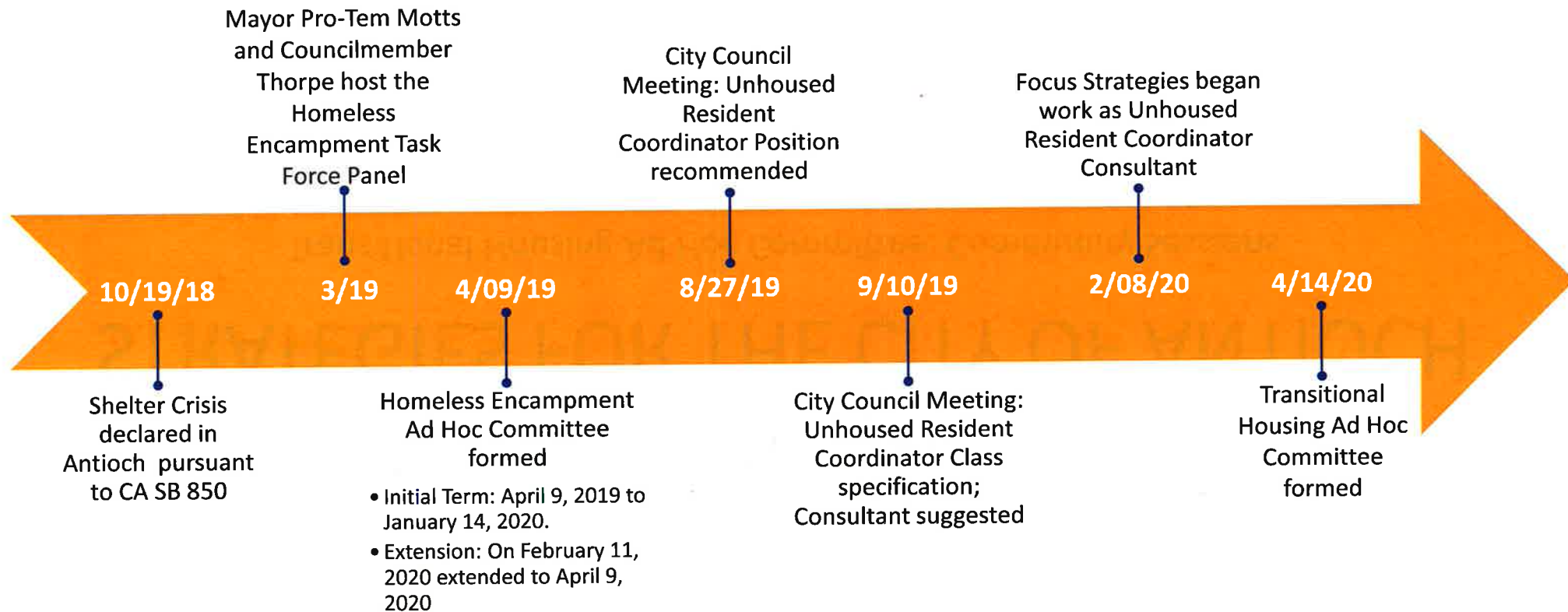


INTRODUCTION TO THE UNHOUSED STRATEGIES FOR THE CITY OF ANTIOCH

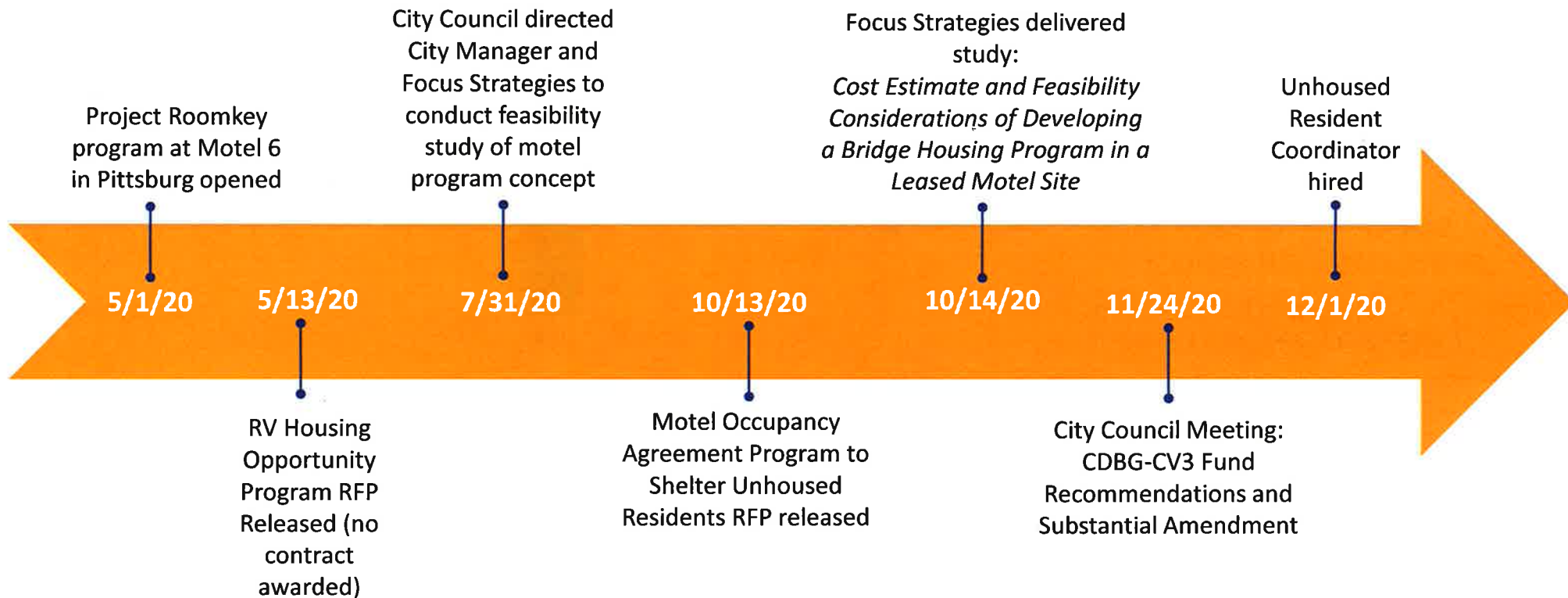
Transitional Housing Ad Hoc Committee: Community Sessions
February 12, 2021 and February 19, 2021



HISTORY

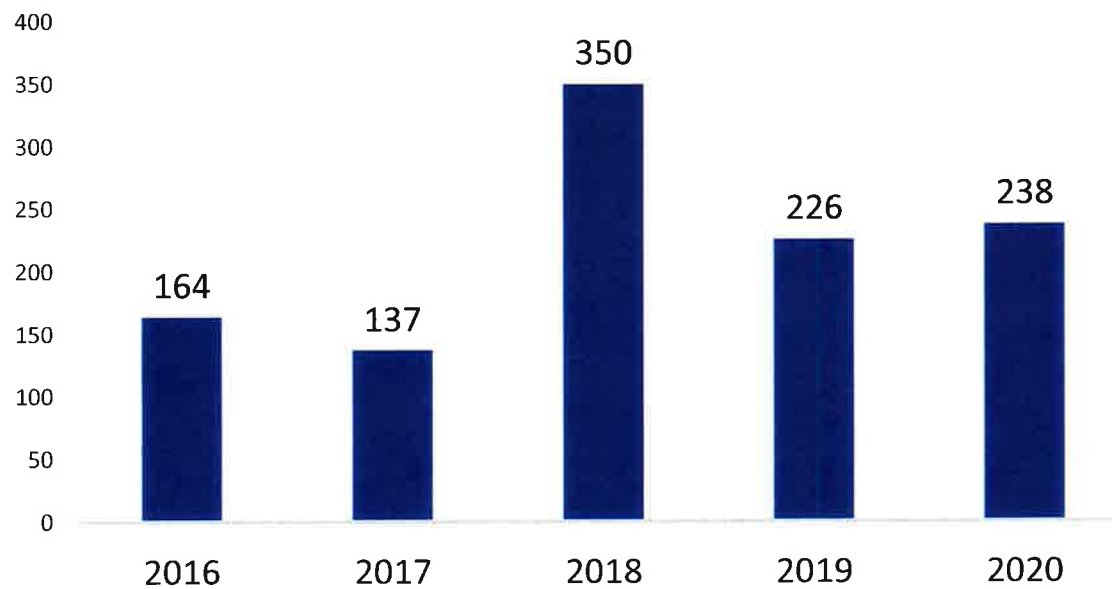


HISTORY, CONTINUED



HOMELESSNESS IN ANTIOCH

Number of Unsheltered People Identified in Antioch,
PIT 2016-2020

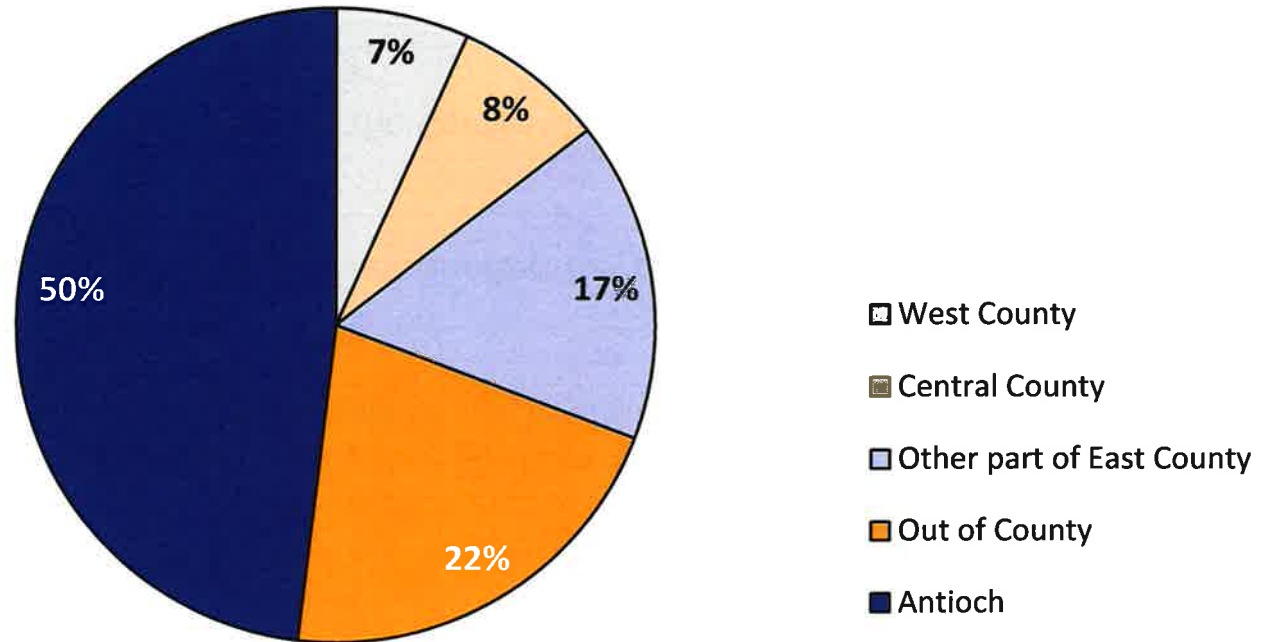


2021 PIT has been cancelled
due to COVID-19

- Other methods such as
CORE data and HMIS
will be used

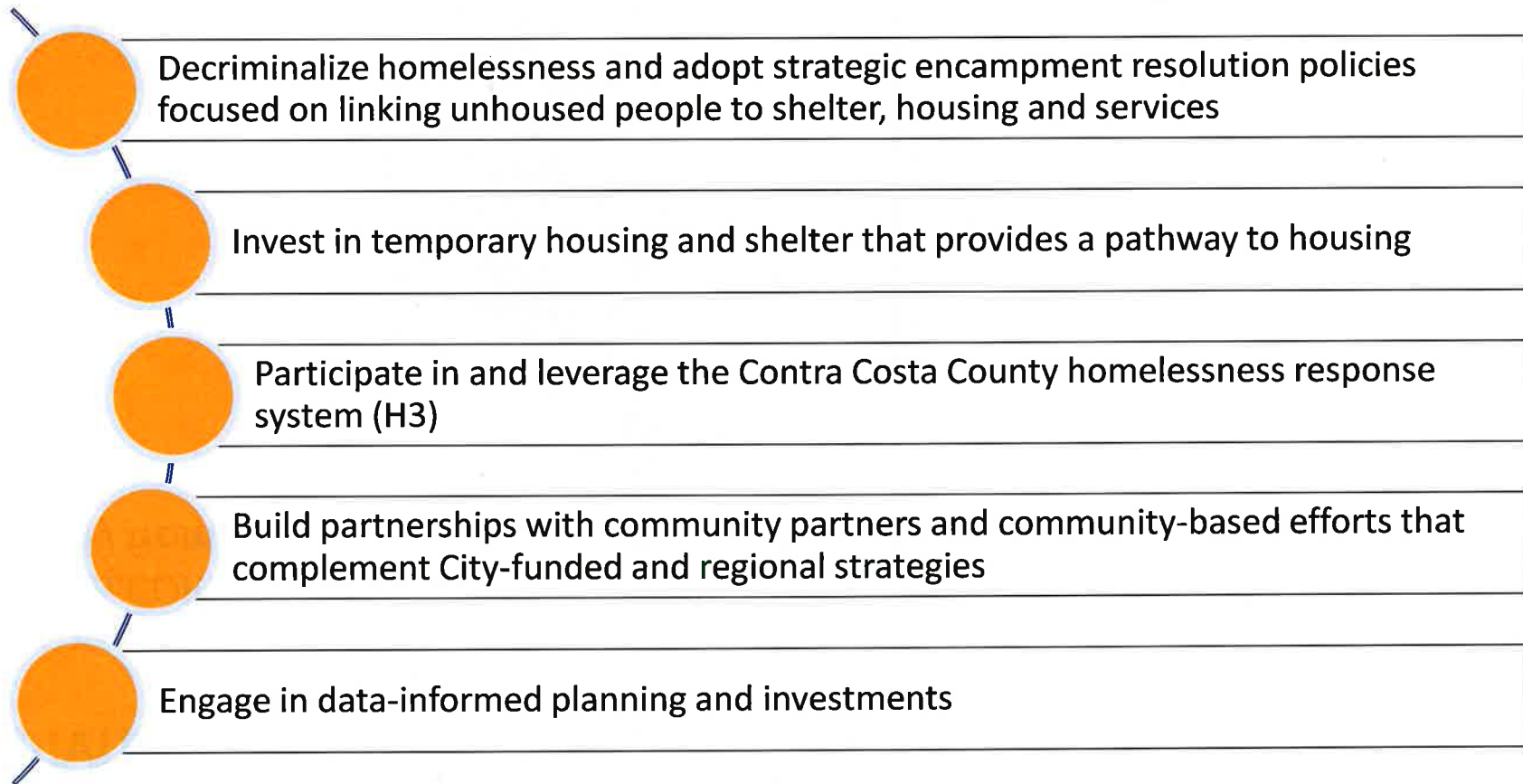
HOMELESSNESS IN ANTIOCH

Based on CORE* interaction in 2019, half of all people served by CORE in Antioch were originally from the city of Antioch and over 75% were from Contra Costa County.



*CORE or The Coordinated Outreach Referral, Engagement team is the Contra Costa County appointed outreach team

CITY OF ANTIOCH GOALS



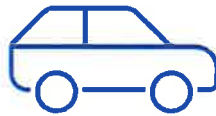
UNHOUSED RESIDENT PROGRAM OPTIONS



Homelessness
Prevention Services



Street Outreach
Services (CORE)



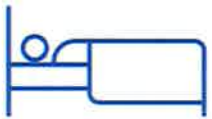
Safe Parking Sites



Sanctioned/Safe
Sleep Encampments



Housing Problem
Solving Services



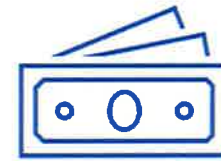
Motel Vouchers



**Motel Temporary
Housing Program**



Tiny Homes



Rapid Re-Housing
Rental Assistance



Permanent Housing
Vouchers

MOTEL HOUSING PROGRAM FEASIBILITY STUDY

- In 2020, Focus Strategies conducted a feasibility study looking at temporary program options that could be operated out of a motel site. The models researched included:
 - **Emergency Shelter**
 - **Bridge Housing (or Housing-Focused Shelter)**
 - **Bridge Housing with Additional Trailers On-Site**
- Study looked at feasibility of operating a 30-bed year-round program
- City administered; Service provider/Community-based organization operated

MOTEL HOUSING PROGRAM FEASIBILITY STUDY

Feasibility Considerations

Cost: Upfront or one-time costs as well as ongoing annual expenses

Impact on Homelessness: Includes factors such as the number of people to be served, accessibility of program access, and stable housing outcomes

City Capacity: Contract management, provider collaboration, and administrative functions

Availability and Interest of Partners: Successful outcomes will require program operation by qualified entities and coordination with the County's homelessness response system

MOTEL HOUSING PROGRAM FEASIBILITY STUDY

Annual Cost Estimates <i>(Excludes cost of master leasing motel rooms)</i>		
Emergency Shelter in a motel (non-congregate) setting	Bridge Housing in a motel setting	Bridge Housing in a motel setting with trailers on-site for expanded capacity
\$450,000	\$735,000	\$858,000

MOTEL HOUSING PROGRAM FEASIBILITY STUDY



Additional Considerations		
Impact on Homelessness	City Capacity	Availability and Interest of Partners
<ul style="list-style-type: none">• A 30-bed program can serve approximately 90 people per year (assuming each bed turns over on average in four months)• Most recent PIT found 238 people experiencing homelessness, so a 30-bed program could have an impact on the overall numbers of people who are unsheltered• Goal of the bridge housing model is that people exit the motel into housing and do not return to homelessness	City staff time dedicated to contract management, provider collaboration, and administrative functions is significant; could impact capacity to engage in other efforts to reduce homelessness	Success will depend on interest and capacity of qualified entities to operate program and achieve positive housing outcomes

MOTEL HOUSING PROGRAM FEASIBILITY STUDY



Recommended Model from Options Researched

Bridge Housing in a non-congregate setting with strong recommendation to closely coordinate with the County's homelessness response system and affordable, subsidized, and public housing options.



ADDITIONAL HOUSING PROGRAMS EXPLORED

Program Type		Potential Benefits	Concerns/Considerations
	Prevention	<ul style="list-style-type: none">• Prevents those who are housed from entering homelessness• Can keep people stable in their homes	<ul style="list-style-type: none">• Does not address unsheltered homelessness or encampments
	Street Outreach (City CORE Team)	<ul style="list-style-type: none">• Leverages County resources and linkages to Coordinated Entry/regional programs• Provides direct service to people who are unhoused in navigating available resources	<ul style="list-style-type: none">• Does not provide immediate overnight shelter accommodation• Does not increase capacity of interim housing resources in region



ADDITIONAL HOUSING PROGRAMS EXPLORED

Program Type		Potential Benefits	Concerns/Considerations
	Safe Parking Sites	<ul style="list-style-type: none"> • Offers a place for people to stay safely • With support and wraparound services, can be a centralized location to receive services that will lead to permanent housing • Opportunity to partner with stakeholders to supply showers, food, charging stations, and minor vehicle repair • Can promote a sense of community 	<ul style="list-style-type: none"> • Costly for a temporary program that doesn't house people • Does not address encampments • Difficulty in accommodating RV's • Targets those with running cars only
	Sanctioned/ Safe Sleep Encampments		<ul style="list-style-type: none"> • Not a solution, residents will still be homeless and without shelter • Spaces need to be maintained and Staffed 24/7 • Many unhoused will not be willing to go because of strict rules <ul style="list-style-type: none"> • Alcohol or drug ordinances may create barriers • They may feel isolated if their families or pets cannot join them



ADDITIONAL HOUSING PROGRAMS EXPLORED

Program Type		Potential Benefits	Concerns/Considerations
	Housing Problem Solving	<ul style="list-style-type: none">• Can be given as an immediate resource• Accessible for everyone• Leverages mainstream and personal resource networks	<ul style="list-style-type: none">• Some people may not have personal connections that can be leveraged and/or mainstream linkages may not be sufficient for gaining permanent housing
	Motel Vouchers	<ul style="list-style-type: none">• Temporary shelter• Cheaper than leasing a motel as money will be spent per instance• Can be given as an immediate resource• Accessible for everyone	<ul style="list-style-type: none">• Very short term• Contingent on availability and allowance for pets and belongings• Can be easily abused and used for other activities

ADDITIONAL HOUSING PROGRAMS EXPLORED

Program Type		Potential Benefits	Concerns/Considerations
	Motel Housing Program	<ul style="list-style-type: none"> • With 90-180-day average lengths of stay, the program can serve 60-120 people per year • Leasing the hotel gives full access to rooms on site • Gives the City a place to direct those who have been abated as they await services that lead to permanent housing 	<ul style="list-style-type: none"> • Without supportive services, results may be temporary, and people will return to homelessness • Can be costly as rooms will need to be paid for even when they are not in use
	Tiny Homes	<ul style="list-style-type: none"> • Offers privacy and shelter • Can be designed as transitional housing or permanent housing • Can accommodate families 	<ul style="list-style-type: none"> • Maintenance can be costly • If structured as transitional housing, may be difficult to transition to permanent housing • Difficulty garnering public buy in • Is a low-density solution that doesn't maximize housing land use • May require residents pay rent

ADDITIONAL HOUSING PROGRAMS EXPLORED

Program Type		Potential Benefits	Concerns/Considerations
	Rapid Rehousing	<ul style="list-style-type: none">• Would meet the goal of permanent housing• Offers privacy and shelter in a housing unit that participant can stay in after program exit	<ul style="list-style-type: none">• Is more costly than some interventions like street outreach or motel vouchers• Must have supportive services to be successful
	Permanent Housing Vouchers	<ul style="list-style-type: none">• Would meet the goal of permanent housing• Addresses those who are on the street with long term solutions	<ul style="list-style-type: none">• Because of cost, can help fewer people, despite having a longer impact• Must have supportive services to be successful

CONCLUSION

- A strategic framework or action plan can inform investment of City resources and produce most impactful results for people who are unhoused
- Temporary solutions can address short term outcomes
- There needs to be a strategy that will lead people to permanent housing



MEMORANDUM

Date: February 17, 2021

To: Lamar Thorpe, Mayor, City of Antioch
Mike Barbanica, Council Member, City of Antioch
Ron Bernal, City Manager, City of Antioch

From: Kate Bristol, Director of Consulting, Focus Strategies

Topic: Cost Estimate and Feasibility Considerations of Developing a Bridge Housing Program in a Leased Motel Site

A. Background

The number of people in the City of Antioch who are experiencing homelessness has been increasing over the past several years and encampments are becoming more numerous and more visible. In early 2019, the City Council convened a Homeless Encampment Task Force Committee to better understand this issue and develop solutions. As part of the work of the Task Force, the City engaged Focus Strategies, a West Coast-based consulting firm that helps local communities develop and implement strategies to reduce homelessness.

In 2020, the Encampment Task Force was re-named the Transitional Housing Ad Hoc Committee and began to explore the possibility of creating a temporary housing program by master leasing one or more hotels. On July 31, 2020, the City Council voted to direct the City Manager to work with Focus Strategies to develop a program model, cost estimate, and feasibility analysis of the motel program concept. This memo and attached budget estimate represent the result of that work.

B. Shelter Program Models

The overall objective of the motel program, as articulated by the City Council, is to create a place where people who are living in encampments or other unsheltered locations (outside

on the streets, in vehicles) can come inside, receive assistance with immediate needs, and also receive services and support to transition to housing. To develop a proposed program model and cost estimate, Focus Strategies researched three different shelter models that are in common use in the Bay Area and throughout California.

1. Emergency Shelter Model

A traditional emergency shelter typically provides a safe space where people can come inside and receive food, hygiene, a place to sleep, and access to a limited number of social services. The shelter staff may provide residents with some assistance to identify a plan for where they will go when they leave the shelter, but this is not the primary focus of the services. The role of shelter staff is typically to assist with basic needs and ensure the environment is safe and rules are followed. Traditional shelters typically are operated in congregate settings, where participants sleep in a shared spaces. This type of shelter usually does not show strong results on measures relating to the rate of exit to permanent housing. Many of the guests will stay for a period of time and then return to living outside.

2. Bridge Housing or Housing-Focused Shelter Model

By contrast to a traditional emergency shelter, a bridge housing program is a shelter that integrates a robust supportive services component that ensures all residents have access to the assistance they need to navigate to a housing solution or other next step on their pathway to housing. In this approach, the goal is to minimize the number of people who leave the shelter and return to homelessness. These programs typically have much stronger results than traditional shelter as measured by the number of residents who leave the shelter and enter housing, thereby ending their episode of homelessness.

The Bridge Housing model is known by a variety of names, including a service-enriched shelter, housing-focused shelter, or Navigation Center. The term Navigation Center was coined in San Francisco in 2015 to describe a low-barrier, high-service temporary place for people who would not go into, or could not successfully remain in, traditional shelter. Many communities now use the term Navigation Center. The State of California recently defined a "Low-Barrier Navigation Center" in State Law AB101 to mean: *"A Housing First, low-barrier, service-enriched shelter focused on moving people into permanent housing that provides temporary living facilities while case managers connect individuals experiencing homelessness to income, public benefits, health services, shelter, and housing."* In Contra Costa County, the Health, Housing and Homelessness (H3) program has adopted the term



“Care Center” for service-enriched and housing-focused shelters they have developed as part of the countywide homelessness response system. For the purpose of this analysis, we have chosen to describe this model as Bridge Housing, though the other names would also apply.

Bridge Housing programs typically have most or all of the following features:

- The program is targeted to serve people living outside and is often specifically targeted to or reserved for persons previously living in encampments.
- Entry/access to open beds may be offered in a different way from other shelters in the community, often through invitations issued by dedicated outreach teams, not by self-referral.
- Program has low/no barriers to entry - including no requirements to be sober, no background checks, and no income requirements.
- Program accommodates current household configurations and permits people to have their pets, partners, and/or a significant amount of personal possessions with them.
- No curfews or required “lights out” - meaning people assigned a bed may come and go at will and are allowed to be awake in certain areas 24 hours a day.
- There are high levels of supportive services offered and low staff to participant ratios.
- Services are individualized and solution focused - centered significantly on the “navigation” aspect to help participants on a path to their next destination.
- There are typically no program compliance requirements other than basic behavior expectations and the expectation to engage in some sort of individualized service directed toward housing.
- There may be caps on permitted length of stay - most programs anticipate stays of approximately three to four months and may cap stays at six months.

In our scan of available information on Bridge Housing program budgets, annual costs per bed typically range from \$21,600 to \$50,000 (\$62-\$137 per night), excluding startup costs and funding for housing subsidies to help residents exit to housing.



3. Non-Congregate Shelter Model

Master leasing of hotels to provide emergency shelter for people experiencing homelessness has recently become widespread in the State of California as communities have developed strategies to provide isolation, quarantine, and shelter-in-place options for people who are unhoused and who have contracted COVID-19 or who have been exposed or are particularly vulnerable due to age and/or underlying health conditions. In March 2020, the State of California's Department of Social Services (CDSS) launched Project Roomkey, which provides funding to local governments to lease motel and hotel rooms as non-congregate shelter options for people experiencing homelessness. The majority of the costs of these rooms are reimbursable through FEMA, though a local match is required. Locally, Contra Costa County's H3 program has leased 599 rooms in 5 different hotels through Project Roomkey.

The Project Roomkey hotels located throughout the State offer a different type of shelter than what is typically available, because residents have their own private room rather than the dormitory-style setting offered by most shelters. Additionally, entry barriers tend to be low since the objective is to ensure that the most vulnerable individuals are able to come inside and help prevent the spread of the virus. Services have tended to be focused on ensuring people are safe, have access to food and other necessities, and are able to shelter in place. Most Project Roomkey hotels do not offer intensive case management or help with housing navigation.

In recent months, many communities have begun to explore converting Project Roomkey hotels into permanent, service-enriched shelter. To facilitate this process, the State of California has launched Homekey, which makes funding available to purchase master leased motels and convert them to either permanent shelter programs and/or permanent supportive housing. In September 2020, Contra Costa County was awarded \$17.4 million from the Homekey program to convert one of the five Roomkey motels into a permanent, service enriched shelter. The Motel 6 in Pittsburgh is a 174 room motel that will transition from being a shelter dedicated primarily to providing a place for people to shelter in place to temporary housing with on-site healthcare and behavioral health services, meals, and assistance connecting with the services they need to regain housing. It will become an East County Care Center, dramatically expanding the inventory of shelter available in East County.



C. Cost Estimates for Antioch Motel Program

In developing the program model and estimated program budget for the City of Antioch's motel program, Focus Strategies has drawn upon information relating to all three models described above. In particular, we have reviewed information about H3's Project Roomkey program and the expanded program that is being rolled out at the Motel 6 in Pittsburgh as it transitions to a permanent shelter. Below we provide cost estimates for three options:

1. The recommended service model – Bridge Housing for 30 individuals operated in a non-congregate motel setting;
2. A variation on option 1 that, in addition to utilizing rooms in a motel, adds 5 trailers to the hotel site that also operate as Bridge Housing; and
3. A traditional emergency shelter for 30 individuals operated in a non-congregate motel setting, which is included for comparison purposes but is not recommended.

The cost estimates developed for the feasibility study reflect the operating costs of the programs. This includes estimated staffing, program, and administrative expenses for a contracted entity to run the program on an annual basis. The cost of leasing the motel rooms from a motel owner is *not* included in any of these estimates, and the model that includes utilization of trailers does not include the initial one-time costs such as transportation of the trailers or utility connections.

1. Recommended Model: Bridge Housing

If the City of Antioch chooses to move forward with the planned master leasing of a motel to provide temporary housing for people experiencing homelessness, Focus Strategies strongly recommends implementing the Bridge Housing Model described above. While a traditional shelter program would cost less, it will not yield the results that the City is seeking to achieve. To ensure that people who enter the shelter do not cycle back into homelessness, it is essential that the program provide intensive case management and housing navigation services.

A detailed budget for operating a 30-bed Bridge Housing program is attached as Appendix A. We developed these cost estimates based upon our review of Bridge Housing services budgets, as well as budgets for non-congregate shelter programs that operate in motels. The overall program objective is to provide temporary housing for people who are living in encampments or other outdoor locations in the City of Antioch. The model envisions that there are very low barriers to entry, and that each resident receives intensive support to



develop and implement a plan to transition to housing. Should this project move forward, it is anticipated that the City would issue an RFP and enter into a contract with an experienced service provider to deliver these services.

The total annual estimated cost for the supportive services is \$735,000, which comes out to \$67 per room per night, and is aligned with what we see as the lower end of the range of costs in Navigation Center operating budgets.¹

The breakdown of costs includes:

- \$445,000 for 7.0 FTE staff. The primary cost is for program staff salaries and benefits. A robust staffing structure is required to ensure the program is successful in providing needed support and helps residents transition from homelessness to housing. This estimate includes 1.5 FTE Case Managers and 1.5 FTE Housing Navigators. This is based on a case load of 1:20 people, which is considered a minimum standard when working with people who are unsheltered and typically have significant service needs. The staffing budget also includes 3.0 peer counselors who will be on-site during evenings, nights, and weekends to ensure the program is safe and secure and also to engage with clients and provide service connections after hours. Given that many of the residents will need significant time to build trust and rapport with staff, it is important to have services staff available 24/7. The remainder of the staff positions are for supervision and program support.
- \$114,000 for meals delivered by a contracted food program. This estimate assumes that the program will provide residents with 2 meals a day and that 80% of residents will sign up for meals (the remainder will choose to purchase and prepare their own food).
- \$92,000 for other program costs (transportation assistance for clients, office costs, travel and mileage for staff, insurance, and miscellaneous other costs).
- \$30,000 for damage claims. The hotel owner will be responsible for regular maintenance and repair, but the City will need to cover damages to rooms or to the property. This estimate assumes the costs of damages beyond what the motel owner and the owner's insurance will cover.

¹ Note that the \$68 per room per night is only for services and program operations and does not include the master leasing costs.



- \$54,000 for administration and overhead for the service provider.

It is important to note that the services budget does not include any costs for providing rental assistance or direct financial assistance for housing for residents to exit the shelter. The selected service provider will need to have significant expertise and experience in understanding existing housing programs in the region and how to access them, including connecting residents to the County's Coordinated Entry system for referral to long-term and short-term housing assistance. Should these housing resources not materialize, many people will need a longer stay than four months and the per person investment will be much higher.

The importance of coordination with the County's homelessness response system and affordable, subsidized, and public housing options countywide cannot be overstated.

2. Bridge Housing Program with Addition of Governor's Trailers to the Motel Property

The City has asked Focus Strategies to develop a second program estimate that assumes the five trailers the City received from the State of California in early 2020 are added to the motel site and operated using the same Bridge Housing program model. We have developed a second cost estimate that assumes there would be between five and ten additional residents served in the program (one to two individuals per trailer). This addition would raise the cost of the services budget by \$123,000 to cover additional services staff and program expenses, as well as the costs of maintenance and repair for the trailers. This estimate does not include any capital for infrastructure costs to provide sanitation, water, and electricity for the trailers at the motel site. This model would make good use of the trailers as a resource, but adds complication and costs, which is why we recommended the motel option without the trailers. However, if the City is committed to working through the complexity of adding the trailers and identifying resources to support them, this model would work. Appendix B provides the detailed budget for this option.

3. Traditional Emergency Shelter Budget

A detailed budget for a 30-bed emergency shelter operated in a motel facility is attached as Appendix C. The costs for this program model are significantly lower, estimated at \$450,000 annually. This program budget has a much lower level of services staffing – though there is still 1.0 FTE Case Manager and 3.0 Peer Counselors to cover evening, nights, and weekends and ensure the program is safe and secure. This model would not include Peer Counselor staffing during weekday business hours and would leverage motel staffing to support participant needs that may arise. This budget also assumes that some of the direct services



costs (meals, bus passes) can be leveraged from partnerships with community-based non-profits or donations. As noted above, Focus Strategies recommends that the City does not move forward with this model, as it is unlikely to result in reductions in homelessness. While it will provide a safe place for people to go, it will not provide the robust service component needed to support them to transition to housing. In other words, this approach would still require the investment of valuable City resources but would likely not contribute to a visible or meaningful impact on homelessness in Antioch. In fact, it would likely just move resources and problem-solving efforts to a different location.

Cost Estimate Summary:

Shelter Model	Estimated Annual Services Cost*
Traditional shelter model (30 motel rooms)	\$450,000
Bridge Housing model (30 motel rooms) - recommended	\$735,000
Bridge Housing model (30 motel rooms plus 5 trailers)	\$858,000

**Note, this does not include the cost of master leasing the motel rooms.*

D. Feasibility Considerations

In determining whether to move forward with the motel project, the City should consider the following feasibility questions:

1. Cost. The planned project will obligate the City to an annual expenditure of between \$450,000 and \$858,000 for the services and program operating costs, excluding the costs of master leasing. In determining feasibility, the City should consider how this cost aligns with available resources and whether these activities are allowable uses for the funding sources the City is considering using. The City Council has considered tapping into City reserves for this project. We would caution against investing in an ongoing project that will require an annual investment using a one-time funding source. Identifying a regular and ongoing resource for this project would be more prudent.
2. Impact on Homelessness. In considering feasibility, the City should also weigh the impact of the proposed project on homelessness in Antioch. The 2020 Contra Costa County Point-in-Time Count found a total of 238 unsheltered individuals living in Antioch. A 30 bed temporary housing program serving approximately 90 individuals in a year could have a significant impact on unsheltered homelessness, provided the



program is accessible for people who are living in encampments (i.e. does not have high barriers to entry) and is successful in helping clients exit the shelter into housing and not subsequently return to homelessness.

3. City Capacity: Another critical feasibility issue is the City's capacity to oversee and manage the program. While the model contemplates that the City will engage a highly experienced service provider for day-to-day program operations, there will still be significant work involved in managing that contract, including negotiating and executing the contract, contract monitoring, invoicing, and other administrative functions. In addition, there will be additional work involved in problem solving on program operations in collaboration with the service provider, particularly during the startup phase, to ensure the program is running smoothly and to address concerns from neighbors and the broader community. The City recently hired a part-time Unhoused Resident Services Coordinator. This position increases the City's capacity to undertake this work though there is a risk that the launch and ongoing operation of the motel program could end up consuming a large proportion of the Coordinator's time and take away focus from other work on reducing homelessness in Antioch.
4. Availability and Interest of Partners. A final issue to consider is whether the City will be successful in identifying a service provider partner that has the needed expertise and is interested in undertaking this project. An earlier RFP issued for the trailer program did not elicit any proposals from qualified entities. Focus Strategies recommends that should the City decide to pursue the motel program, some initial outreach should be conducted to engage potential partners and develop some interest before the RFP is issued.

In conclusion, the motel program the City is contemplating has the potential to make a significant impact on the number of people in the community who are experiencing homelessness. Focus Strategies would advise, however, that the City weigh the potential benefits against the projected costs and in relation to the City's capacity to manage a program of this size and complexity.



Appendix A: Services Budget for Bridge Housing Program

	Units Per Month	Unit Cost	FTE	Salary	Annual Program Cost	Notes and Assumptions
Salaries & Benefits						
Program Director			0.10	\$ 86,256.00	\$ 8,625.60	Oversees budget, staffing, fundraising, invoices
Program Supervisor			0.50	\$ 63,744.00	\$ 31,872.00	Primary responsibility for day to day program operations and staff
Program Assistant			0.50	\$ 40,512.00	\$ 20,256.00	Project support including conducting intakes and clerical tasks
Case Manager			1.50	\$ 45,000.00	\$ 67,500.00	Assumes a 1:20 case management ratio
Housing Case Manager			1.50	\$ 45,000.00	\$ 67,500.00	Assumes a 1:20 case management ratio
Peer Counselors			3.00	\$ 37,440.00	\$ 112,320.00	Coverage for evening, nights, weekend
Data Analyst			0.25	\$ 57,984.00	\$ 14,496.00	Maintains HMIS and data entry responsibility
Overtime					\$ 10,000.00	Non-exempt positions
Subtotal Salaries			7.35		\$ 332,569.60	
Benefits - 35%					\$ 112,899.36	Includes health, dental, payroll taxes, etc.
Total Salaries & Benefits					\$ 445,468.96	
Financial Assistance						
Clipper Passes	20	\$ 60.00			\$ 14,400.00	Monthly pass
Senior/Disabled Day Passes	200	\$ 1.75			\$ 4,200.00	10 people; 20 trips/month
Program Supplies	30	\$ 50.00			\$ 18,000.00	Gift Cards, necessities, clothes, etc.
Total Financial Assistance					\$ 36,600.00	
Start Up Costs						
Establishing Office		\$ 4,000.00			\$ 4,000.00	Two (2) rooms used as services space; includes furniture and equipment
Total Start Up Costs					\$ 4,000.00	
Operational Expenses						
Phone & Internet	7.35	\$ 100.00			\$ 8,820.00	
Cleaning Supplies					\$ 1,200.00	To support residents to clean own rooms
Cleaning Contract					\$ 12,000.00	To supplement cleaning by residents
Laundry Supplies					\$ 3,000.00	For residents to do own laundry (includes costs of coin-op)
Pest Management					\$ 5,000.00	Pest treatment and/or preventative measures
Office Supplies					\$ 1,500.00	
Meals		\$ 13.00			\$ 113,880.00	Cost for 2 meals per day per resident; assume 80% take-up rate
Pet Supplies					\$ 1,000.00	
Travel & Mileage					\$ 3,600.00	Staff mileage costs
Training					\$ 1,000.00	
Damage Claims					\$ 30,000.00	Repairs - damage to units, appliances, furniture
Insurance					\$ 15,000.00	General liability, vehicle, etc.
Total Operational Expenses					\$ 196,000.00	
Indirect Expenses						
10% Indirect					\$ 53,818.90	
Total Indirect Expenses					\$ 53,818.90	
Total Budget					\$ 735,887.86	

Assumptions:

Program capacity of 30 adults at a point in time

Does not include flexible housing funds to support with security deposits, application fees, first/last month rent, etc.



Appendix B: Services Budget for Bridge Housing Program Including Trailers

	Units Per Month	Unit Cost	FTE	Salary	Annual Program Cost	Notes and Assumptions
Salaries & Benefits						
Program Director			0.10	\$ 86,256.00	\$ 8,625.60	Oversees budget, staffing, fundraising, invoices
Program Supervisor			0.50	\$ 63,744.00	\$ 31,872.00	Primary responsibility for day to day program operations and staff
Program Assistant			0.50	\$ 40,512.00	\$ 20,256.00	Project support including conducting intakes and clerical tasks
Case Manager			2.00	\$ 45,000.00	\$ 90,000.00	Assumes a 1:20 case management ratio
Housing Case Manager			2.00	\$ 45,000.00	\$ 90,000.00	Assumes a 1:20 case management ratio
Peer Counselors			3.00	\$ 37,440.00	\$ 112,320.00	Coverage for evening, nights, weekend
Data Analyst			0.25	\$ 57,984.00	\$ 14,496.00	Maintains HMIS and data entry responsibility
Overtime					\$ 10,000.00	Non-exempt positions
Subtotal Salaries			8.35		\$ 377,569.60	
Benefits - 35%					\$ 128,649.36	Includes health, dental, payroll taxes, etc.
Total Salaries & Benefits					\$ 506,218.96	
Financial Assistance						
Clipper Passes	25	\$ 60.00			\$ 18,000.00	Monthly pass
Senior/Disabled Day Passes	200	\$ 1.75			\$ 4,200.00	10 people; 20 trips/month
Program Supplies	38	\$ 50.00			\$ 22,800.00	Gift Cards, necessities, clothes, etc.
Total Financial Assistance					\$ 45,000.00	
Start Up Costs						
Establishing Office		\$ 4,000.00			\$ 4,000.00	Two (2) rooms used as services space; includes furniture and equipment
Total Start Up Costs					\$ 4,000.00	
Operational Expenses - Program						
Phone & Internet	8.35	\$ 100.00			\$ 10,020.00	
Cleaning Supplies					\$ 1,500.00	To support residents to clean own rooms
Cleaning Contract					\$ 15,000.00	To supplement cleaning by residents
Pest Management					\$ 5,000.00	Pest treatment and/or preventative measures
Laundry Supplies					\$ 3,800.00	For residents to do own laundry (includes costs of coin-op)
Office Supplies					\$ 1,500.00	
Meals		\$ 13.00			\$ 144,248.00	Cost for 2 meals per day per resident; assume 80% take-up rate
Pet Supplies					\$ 1,000.00	
Travel & Mileage					\$ 3,600.00	Staff mileage costs
Training					\$ 1,000.00	
Damage Claims					\$ 30,000.00	Repairs - damage to hotel units, appliances, furniture
Insurance					\$ 15,000.00	General liability, vehicle, etc.
Total Operational Expenses					\$ 231,668.00	
Operational Expenses -Trailers						
Maintenance and Repairs					\$ 30,000.00	
Utilities (water, gas, electricity)					\$ 24,000.00	
Hookups (one-time)	5	\$ 3,000.00			\$ 15,000.00	No site modifications needed (i.e. able to link to existing sewer system, etc.)
Furnishings, bedding	5	\$ 250.00			\$ 1,250.00	
Kitchen items	5	\$ 250.00			\$ 1,250.00	
Total Trailer Expenses					\$ 71,500.00	
Indirect Expenses						
10% Indirect					\$ 71,413.90	
Total Indirect Expenses					\$ 71,413.90	
Total Budget					\$ 858,300.86	

Assumptions:

Program capacity of 38 adults at a point in time (30 in hotel; 8 in trailers)
 Does not include flexible housing funds to support with security deposits, application fees, first/last month rent, etc.
 Does not include estimate for contingency costs related to trailer onsite set up and connections



Appendix C: Services Budget for Emergency Shelter

	Units Per Month	Unit Cost	FTE	Salary	Annual Program Cost	Notes and Assumptions
Salaries & Benefits						
Program Director			0.10	\$ 86,256.00	\$ 8,625.60	Oversees budget, staffing, fundraising, invoices
Program Supervisor			0.50	\$ 63,744.00	\$ 31,872.00	Primary responsibility for day to day program operations and staff
Program Assistant			0.25	\$ 40,512.00	\$ 10,128.00	Project support including conducting intakes and clerical tasks
Case Manager			1.00	\$ 45,000.00	\$ 45,000.00	Assumes a 1:20 case management ratio
Peer Counselors			3.00	\$ 37,440.00	\$ 112,320.00	Coverage for evening, nights, weekend
Data Analyst			0.25	\$ 57,984.00	\$ 14,496.00	Maintains HMIS and data entry responsibility
Overtime					\$ 10,000.00	Non-exempt positions
Subtotal Salaries			5.10		\$ 232,441.60	
Benefits - 35%					\$ 77,854.56	Includes health, dental, payroll taxes, etc.
Total Salaries & Benefits					\$ 310,296.16	
Financial Assistance						
Clipper Passes	20	\$ 60.00			\$ -	Monthly pass - <i>donated</i>
Senior/Disabled Day Passes	200	\$ 1.75			\$ -	10 people; 20 trips/month - <i>donated</i>
Program Supplies	30	\$ 50.00			\$ 18,000.00	Gift Cards, necessities, clothes, etc.
Total Financial Assistance					\$ 18,000.00	
Start Up Costs						
Establishing Office		\$ 4,000.00			\$ 4,000.00	Two (2) rooms used as services space; includes furniture and equipment
Total Start Up Costs					\$ 4,000.00	
Operational Expenses						
Phone & Internet	5.10	\$ 100.00			\$ 6,120.00	
Cleaning Supplies					\$ 1,200.00	To support residents to clean own rooms
Cleaning Contract					\$ 12,000.00	To supplement cleaning by residents
Laundry Supplies					\$ 3,000.00	For residents to do own laundry (includes costs of coin-op)
Pest Management					\$ 5,000.00	Pest treatment and/or preventative measures
Office Supplies					\$ 1,500.00	
Meals		\$ 13.00			\$ -	<i>Delivered or provided off site - provided in-kind</i>
Pet Supplies					\$ 1,000.00	
Travel & Mileage					\$ 3,600.00	Staff mileage costs
Training					\$ 1,000.00	
Damage Claims					\$ 30,000.00	Repairs - damage to units, appliances, furniture
Insurance					\$ 15,000.00	General liability, vehicle, etc.
Total Operational Expenses					\$ 79,420.00	
Indirect Expenses						
10% Indirect					\$ 38,171.62	
Total Indirect Expenses					\$ 38,171.62	
Total Budget					\$ 449,887.78	
Assumptions:						
Program capacity of 30 adults at a point in time						
Does not include flexible housing funds to support with security deposits, application fees, first/last month rent, etc.						