

Pilot Bridge Community Plan

*A plan for the construction and operation of a pilot Bridge Community,
providing Safe Temporary Shelter for Homeless Women and Children,
including Families and Seniors, in the City of San Diego, CA*

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Proposal for Pilot Bridge Community

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Introduction

...Virginia's definition of home seems a gentle place to stop the search. "It's a safe place," she says, "where people are good to one another."

---Robert Jensen, Yes! Magazine Dec. 2017

In late 2015, after reading about the efforts of Elvis Summers in Los Angeles, who was providing a small, wooden shelter to a homeless elderly lady, a group of concerned citizens in San Diego were inspired to provide shelter to people experiencing homelessness in our city. Money was raised for the project and on a very cold December evening in 2015, a tiny wooden shelter was given to a homeless man. This man, Michael, spent three nights in the warmth and safety of his shelter as rains from the El Niño storm pummeled down on the streets of San Diego. On the 4th morning, Michael was arrested "for encroachment" and his wooden shelter, impounded.

This shelter didn't just provide warmth, safety and security for Michael, who suffers from mental health issues, it also provided hope. This was the first time in many years that he had a safe place to rest his head, a door that locks and a window that could open. We cannot expect those experiencing homelessness to tackle their medical, mental health or employment issues if they are cold, unsafe, and constantly in "survival mode."

San Diego is experiencing a housing crisis for those who are very-low-income and unfortunately many people are forced to live on the street. Since that initial tragedy, when city law enforcement and social prejudices snatched Michael's brief sense of respite from homelessness, we have been working to remove the legal barriers and to build community support for Bridge Communities with wooden shelters in San Diego, where people can be safe, and be home.

Background

In 2010, Jeeni Criscenzo and Juan del Rio founded Amikas, a 501(c)(3) non-profit organization, to serve homeless women and children, with a focus on veteran women. Amikas opened a group home in 2011 in the Mountain View neighborhood to provide temporary housing for up to five homeless, single, women veterans or female, single-parent families at one time. A second group house was opened in 2013 in Linda Vista.

We also started a program to facilitate shared housing for veteran women and their children, called the Amikas Double-Up Program (AD-UP), with houses in Pacific Beach and Encanto. Due to insufficient funding, coupled with many residents' inability to pay rent, all residential programs were closed in early 2015. We were able to assist all of our residents with "safe landings," including permanent housing.

I continued to advocate for homeless rights and assisting homeless women in finding housing and was an active participant in the 25 Cities Campaign to End Homelessness, and housed five families through that program. I participated, multiple times, in Homeless Connect, The Point-in-Time Count, Project 25 Homeless Registry, and Stand Down.

In January 2016, Amikas proposed to the San Diego City Council to put up small communities of wood sleeping cabins to serve as safe emergency shelter. The owner of a lot on the corner of Imperial and 17th agreed to lease the lot for 2 years for \$10 per month (later changed to \$1,000) for a temporary managed community of wood sleeping cabins. The lot was included on an overlay map in the Housing Element of the San Diego City General Plan that specified areas where emergency shelter could be located without the required Conditional Use Permit. (There are no building codes for tiny shelters or tiny homes in the State of California.) In response, the City Council replaced the Housing Element with a new zone that eliminated all viable locations for emergency housing.

We continued to present the concept of small villages with safe sleeping cabins as a Meantime Solution for the most vulnerable people who were unhoused. This included:

- Jan. 28, 2016 – Presentation to League of Women Voters
- Feb. 10, 2016 – Presentation to Smart Growth and Land Use Committee
- Apr. 8, 2016 – St. Andrew's by the Sea Tiny House Expo
- Apr. 11, 2016 – Presentation to East Village Resident's Group
- Apr. 14, 2016 – Earth Faire
- Aug. 17, 2016 – Press Conference and Sleeping Cabin Build at North Park

The Opportunity

On September 2016, California had passed an Amendment to the Shelter Crisis Act of 1987 allowing the City of San Jose, upon a declaration of a shelter crisis, to create emergency bridge housing for the homeless, on City-owned or City-leased property. The bill authorized the City of San Jose to adopt by ordinance reasonable local standards for emergency bridge housing communities, in lieu of compliance with state and local building, housing, health, habitability, or safety standards and laws. A similar amendment, that included the City and County of San Diego, would allow San Diego to legally house homeless people in sleeping cabins, without risk of the residents being arrested and the structures being impounded. I lobbied for San Diego to be included in a similar bill in 2017. Juan del Rio and I met with several San Diego City Council members to convince them to request that the City of San Diego be added to AB932, which was similar to the San Jose bill.

At a meeting with Assembly Member Lorena Gonzalez Fletcher, she told us that if someone from the City and/or County requested that San Diego to be added to the bill, she would do it. Councilmember Chris Ward put in such a request for the City of San Diego, but no one from the County would make a similar request, so only the City of San Diego was added by AM Gonzalez Fletcher.

Amikas orchestrated several public events to educate the public and local legislators about the advantages of bridge communities with sleeping cabins built with the I-Wood design system (described under Construction), including:

- Mar. 10 – 31, 2017 – **Tiny Shelter Build and Expo at St. Luke’s in North Park**
We built several sleeping cabins and held various events targeted toward homeless service providers and advocates, veterans, legislators, the community and people who were homeless. We held a series of focus groups with homeless women at the Expo to get their response to the cabins and their ideas for how they think a community could work. Several San Diego Councilmembers and their staff, along with the City Attorney and her staff, a representative from the Mayor’s office and staff from Assemblymembers Hesso and Gonzalez Fletcher visited the Expo. Prior to the Expo we presented to the North Park Planning Group and went door-to-door to explain to residents in the vicinity of St. Luke’s what we were doing. Community response was 100% positive! (*See Community Outreach for details*)
- Mar. 20, 2017 – **San Diego City Council Special Meeting on Homelessness**
We made a presentation during a special City Council Meeting on Homelessness, held in Golden Hall.
- June 28, 2017 – **Presentation by Seattle’s LIHI Director, Sharon Lee**
We organized an event at City heights Presentation Annex where Ms Lee spoke about the six tiny home villages for homeless people in Seattle. We had a full house, including Councilmember Gomez.
- August – September 2017 – **Tour of tiny home villages in Washington and Oregon.**
Juan del Rio and I, visited ten tiny home villages plus sites in San Jose, Fresno and San Francisco where similar projects were being considered or, in the case of Fresno, reconfigured.
- September 12, 2017, **Report to the San Diego City Council Select Committee on Homelessness**
We presented an evaluation and recommendations based on our visits to the tiny house villages. (*PowerPoint attached*)
- Sep. 14, 2017 – **Neighborhood Conversation about Homelessness**
Following a rash of very negative posts on the NextDoor app about homelessness, we organized and facilitated a community conversation at the Linda Vista Mobile Home Park Community Center. About 20 local residents attended. (*See Neighborhood Outreach for details*)

AB932

September 20017, AB932 passed both the Assembly and Senate and moved to the Governor’s desk. Amikas launched a campaign to encourage legislators, community leaders and San Diego citizens to call and write to the Governor to sign the bill.

On October 14, 2017, California Governor Jerry Brown signed **AB932 Shelter crisis: homeless shelters.**

AB932 adds to Section 8698.4 of the Government Code related to housing, which, under a declaration of a shelter crisis, authorizes a political subdivision to allow persons unable to obtain housing to occupy designated public facilities, as defined, during the period of a shelter crisis. The existing law also provides that certain state and local laws, regulations, and ordinances are suspended

during a shelter crisis, to the extent that strict compliance would in any way prevent, hinder, or delay the mitigation of the effects of the shelter crisis.

The addition of **AB932 authorizes the listed localities to adopt by ordinance reasonable local standards for homeless shelters in lieu of compliance with local building approval procedures or state housing, health, habitability, planning and zoning, or safety standards, procedures, and laws.** The California Department of Housing and Community Development must review and approve the draft ordinance to ensure it addresses minimum health and safety standards.

The law went into effect January 1, 2018 and remains until January 1, 2021. That gave the City of San Diego a window of three years to create these bridge communities and the opportunity to keep people safe while working to create sufficient and appropriate permanent housing for them.

I prepared a version of this proposal in December 2017 and provided it to a member of Councilmember Georgette Gomez' staff. We proposed that Amikas would build a pilot bridge shelter community to quickly take advantage of the 3-year window afforded by AB932. Based on what we learned in their research and visits to other tiny shelter communities, the proposal included specific steps, such as community outreach, and the requirement that there was a community structure with at least 15 units and case management for the residents. It was clearly stated that these elements were absolutely critical to the success of the program.

In January 2018, I resigned from Amikas and unfortunately, nothing has progressed on this proposal since then. I offer here, a revised version of the proposal I presented in December 2017, replacing Amikas with a volunteer Program Advisory Committee. I would consider serving as Chair of that committee.

Goals

The Pilot Bridge Community (The Community) will provide immediate “meantime” housing (adhering to AB932 law), at the least possible cost, constructed quickly, using local labor, retailers and volunteers; thereby having a positive impact on the neighborhood and making maximum use of a city-owned or leased vacant lot of approximately 1/3 to 1/2 acre.

The Community residents will be offered extensive wrap-around social services & benefit resources connecting them with permanent affordable housing in San Diego County. The primary goal is to move every resident into permanent housing as soon as it is available and every possible action will be taken to avoid residents returning to homelessness.

The Community will provide safe, compassionate housing for women and families experiencing homelessness or at risk of homelessness, and who would be in permanent housing if a unit was immediately available.

The Community consists of sleeping cabins and common facilities for restrooms, showers, food storage, meal preparation and dining, on-site meetings with case-managers and group meetings.

The Community will serve as a pilot to demonstrate that similar bridge communities with sleeping cabins should be a part of the region’s interim housing solutions for homeless persons while they are working to get into permanent housing, particularly for more vulnerable populations who are at risk, in large, shelter tents.

The Community works within the Housing First model as interim housing – providing a place to stay while waiting to secure permanent housing and sets no conditions for eligibility.

The Community would set the stage to construct two communities of 20 to 30 units within each City Council District within the remaining two-year timeframe (1/1/2018-12/31/2020) that AB932 provided. The Community will prove that bridge communities with inexpensive sleeping cabins can fill the gap between being homeless and being permanently housed, particularly while the San Diego region is severely short on actual permanent housing for the extremely low-income population.

The Community will be a project of the City of San Diego/SDHC, financed by and credited to the City for meeting emergency homeless housing needs to State of CA/HUD. An advisory committee, in collaboration with other service providers, will oversee the construction and provide onsite operation of the Community over its two-year lifespan.

Performance

The City of San Diego will contract with local homeless and essential wrap-around social service providers to review CES referrals, recommend residents, provide on-site case management and individually-crafted resident guidance for becoming increasingly self-sufficient and successful in securing and retaining permanent housing.

An onsite, full-time **Program Manager** will be responsible for all aspects of the daily management and operation of the Community (*Job Description - Addendum F.1.*). The Program Manager shall be adequately informed about and trained in the application of all regulatory requirements, including any provided by funding sources as well as fair housing policies, ADA compliance, equal opportunity employment and privacy rights. The Program Manager will provide a program evaluation every 3 months on day-to-day operations, client outcomes, and other metrics to evaluate if the program has achieved its purpose and if it should be modified and/or should be duplicated. The Program Manager will ensure that staff are informed of and in compliance with regulatory & residence requirements with the assistance of legal counsel.

A part-time **Resident Advocate** will coordinate between residents, service providers and the Program Manager. (see Appendix F – Job Descriptions)

A certified housing counselor will provide housing counseling to assist residents in qualifying for, and securing permanent housing.

A **Construction Project Manager** will oversee the pre-development and construction of the Community (see Appendix F – Job Descriptions).

A detailed project management/critical timeline chart must be provided, including site ID; pre-development/staging; construction and operations, with total development costs for a community including: 1) fifteen 8'x16' units (including 4' porch); 2) one 16'x24' structure to serve as a multi-purpose community/meeting/ dining hall; 3) one kitchen structure; 4) one donations/storage structure; 5) one child care center/playground, 6) one mobile showers trailer; 7) restroom facilities & services, and 8) one security shack for 24/7 contracted security.

Performance Metrics

Metric 1: To assist residents in moving into permanent housing as soon as possible, the following schedule of permanent housing placement over a period of two years is proposed, if permanent housing is available and with the cooperation of multi-family affordable and market rate housing developers and landlords:

- 20% Housed within first month
- 25% Housed within 3 months
- 25% Housed within 6 months
- 30% Housed within 12 months

These goals would seem to be achievable based on the success of placement of the families sheltered for less than three months at the temporary encampment put up in response to the Hep A epidemic in 2017-18. Based on these goals, a community with 15 units would move 168 individuals into

permanent housing and could be empty at the end of two years. Ideally, as units are vacated, per the following schedule, they could be disassembled and relocated to a different site.

Month	Departures	Arrivals	Households
1		15	15
2	3	3	15
3	1	1	15
4	5	5	15
5	2	2	15
6	1	1	15
7	6	6	15
8	3	3	15
9	1	1	15
10	3	3	15
11	2	2	15
12	1	1	15
13	8	8	15
14	4	4	15
15	1	1	15
16	4		11
17	1		10
18	1		9
19	4		5
20	1		4
21	1		3
22	1		2
23	1		1
24	1		0

Total households sheltered and moved into housing in 2 years	56
Average # of individuals in a household	3
Total individuals sheltered and moved into housing in 2 years	168

Metric 2: To improve residents' ability to remain stably housed in three areas:

a. Improve Resident's Economic Health

75% of residents will be enrolled in on-site educational program within 3-6 months of admission (Budgeting, Credit Report Repair, Rental Housing contracts/rights/responsibilities, Amikas Renter Certification Program, etc.)

25% of residents will have regular employment within 12-18 months of admission

75% of residents will improve their credit report score within 12-18 months

b. Improve Resident's Physical and Mental Health

60% of residents will have improved their physical health during residency.

60% of residents will have improved their mental health during residency.

60% of residents with substance abuse issues will have a decrease in their substance use during residency.

c. Improve Resident's Overall Quality of Life

80% of residents will complete a goal within 6 months of admission.

Roles and Responsibilities

Role of the City of San Diego (City)

The City will provide a site for the Pilot Bridge Community that meets the following criteria:

- At least 1/3 acre
- Flat, no substantial grading required
- Existing infrastructure for water and electricity
- Access by service vehicles
- Access to public transportation within 5 blocks or shuttle service

The City will fund direct and indirect costs for the Community for a two year period (with the possibility of extending longer) between 1/1/2019 and 12/31/2020 (*Appendix D- Budget*) for:

- Site preparation: including grading, fencing, gate and utility hook-up;
- Construction costs (*see Construction for details*) for:
 - fifteen 8'x16' units (including 4' porch);
 - one 16'x24' structure to serve as multi-purpose community/meeting/ dining room
 - one kitchen structure; ○ one donations/storage structure;
 - one child care center/playground structure;
 - one shower facility or contract with mobile shower provider;
 - restrooms or rental of port-a-potties;
 - one security shelter.
- Salaries for:
 - full time Construction Project Manager; (3 months);
 - full time on-site Program Manager;
 - part-time Resident Advocate
 - part-time Housing Counselor
- Administrative costs for coordination with wrap-around essential social services providers; including:
 - Salary/contract payments to collaborative professionals giving direct social services to residents (one-on-one case management and group education);
 - Contracted 24/7 security guards service;
 - Contracted port-a-potty service and waste disposal service;
 - Utilities
 - Van or truck, incl. gas and maintenance, for transporting residents and their belongings;
 - Food for residents – as needed to supplement donations.
 - Beds and bedding, furnishings ○ Kitchen appliances
 - Insurance and legal services
 - Office space, supplies, outreach materials, communications expenses

Role of Program Advisory Committee

The Program Advisory Committee will be responsible for:

- Making and enforcing rules and policies, including eligibility criteria for admission to the Community, that are consistent with its obligations to funders, insurers, the land owner, and the City of San Diego;
- Making and enforcing rules and policies necessary to comply with federal, state and local laws, within the allowances provided by AB932;
- Hiring, overseeing and firing staff;
- Providing the City of San Diego with quarterly reports on the Community per agreed performance metrics;
- Managing finances and maintaining accounting records;
- Advising the City of San Diego of any unforeseen issues or anticipated deviation from the plan as soon as possible;
- Working with the Neighborhood Advisory Council to maintain good neighborhood relations;
- Representing the Community in public settings to build and sustain Community support, funding, and volunteer participation.

Role of Staff

Program Manager.

The Program Manager is responsible for management of all aspects of a residential Community, including program oversight, hiring, training, rent collection and deposits, public relations, volunteer management, and meeting reporting requirements for funders and government agencies.

The Program Manager:

- Reviews referrals from Service Providers (from CES) of individuals and families eligible to become residents of the Community, selects applicants as vacancies become available and notifies the Service Provider and Resident Advocate of approvals.
- Executes and manages resident agreements with each resident, and as Amikas' representative has final authority over all admissions and dismissals;
- Is responsible for entering and maintaining resident data in the HMIS;
- Manages and maintains the Community files pertaining to the residents according to privacy regulations.
- Ensures that necessary maintenance of the Community is performed, including arranging for any repairs that may require outside craftspeople;
- Is a member of the Neighborhood Advisory Council and attends meetings representing the Community residents and the Program Advisory Committee.
- Provides assistance to ensure that rules and standards of behavior are consistently and fairly enforced;

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- Evaluates and analyzes the resident data and presents the findings to the Program Advisory Committee;
- Oversees the use and maintenance of the Community van;
- Oversees Security personnel and that security measures are enforced.
- Advises the Amikas Board of any issues that require intervention or makes recommendations to improve rules or policies.
- Meets with the Resident Advocate as needed to discuss resident issues and recommend solutions or bring issues to the Program Advisory Committee.

Resident Advocate

The Resident Advocate is the go-to person for the residents and meets with each resident at least once a month for as long as they reside in the Community. The Resident Advocate:

- Advises the Service Providers when vacancies are open.
- Welcomes new residents, providing them with bedding and other necessary items, explains Community rules and schedules a meeting with the Program Manager;
- Advises the Program Manager of any special requirements the Resident or her family has;
- Acts in the Resident's interest, connecting them with a case manager and intervening on their behalf;
- Collects data on performance goals and objectives through service plans and assessments;
- Works with Resident on goals.

Housing Counselor and Permanent Housing Matcher

A Certified Housing Counselor will provide all residents with face-to-face housing counseling along with group education on renter's rights and responsibilities, credit repair and financial literacy. The Housing Counselor will also act as the Housing Matcher, facilitating the search for permanent housing and assisting in overcoming barriers to housing. (See details under Resident Assistance - Housing Counseling)

Role of Service Providers

The City will contract with local agencies to provide case management, housing counseling and housing navigation.

Case Managers

The Case Manager fields references from the Coordinated Entry System (CES) of individuals and families who meet eligibility requirements to live in the Community and fills vacancies in a timely manner. Once an individual or family is approved by the Program Manager to move into the Community, the Case Managers will act as a Housing Navigator, assisting them in:

- Establishing goals, primarily to acquiring permanent housing and creating a plan for how those goals will be achieved;
- Gaining access to health, mental health and dental care, child care or other services that will improve their success in attaining and keeping permanent housing;
- Improving their financial situation through employment and/or access to benefits;

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The Case Manager maintains close and regular contact with the Resident Advocate and Housing Counselor, keeping both informed of any problems that may arise and policies or processes that need improvement. The Case Manager's agency Executive Director is their direct supervisor. The Program Manager will be the agency's Executive Director's supervisor. There will be a regularly scheduled meetings among all service provider ED's, the Program manager and the Program Advisory Committee.

Security

The City will contract with a nonprofit in the workforce development sector to staff the security office 24/7.

Role of Neighborhood Advisory Council

The Neighborhood Advisory Council (NAC) will consist of people living in close proximity to the Community site, along with representatives from the local planning group and staff of the City Councilmember for that District. The Program Manager attend Neighborhood Advisory Council meetings along with a representative of the Program Advisory Committee. The purpose of the NAC is to:

- Address concerns the neighbors have about the community;
- Involve the local community in revisions to policies and procedures where changes can improve the neighborhood experience;
- Facilitate neighborhood participation as volunteers and providing support for the residents
- Assure the neighborhood that their concerns are important and they will have a conduit to to quickly address problems.

(See Neighborhood Outreach for details.)

Pilot Bridge Community Plan

Upon approval, an updated version of this proposal will become a Pilot Bridge Community Plan. The Program Advisory Committee will schedule a bi-annual review of the plan with the Program Manager and the City of San Diego, with input from the Neighborhood Advisory Council. In addition, the Program Manager may request that a review of the plan or a portion of it occur at any time as needed.

Residents

Target Population

The Pilot Bridge Community will be listed with the Coordinated Entry System (CES) as available for women and families who are currently homeless or at risk of homelessness; who would be in permanent housing if a suitable unit was immediately available. As part of the Housing First model, applicants with housing vouchers who are unable to immediately secure permanent housing will be given priority.

Eligibility

In addition to meeting the definition of the targeted population, residents of the pilot program must meet the following criteria for residency:

- Currently homeless and 18 years of age or older or the child of a parent who is eligible;
- No warrants or history of sex offenses,
- An income at or below 30% of the area median income
- Currently living within the City of San Diego.
- Family size will affect eligibility. With two bunk beds and possibly a crib, the cabins can house no more than one parent with two children and an infant. If a family has more than 2 children and an infant, they may need to occupy two cabins side-by-side. Based on the family sizes of the recent City sanctioned encampment, and observations of other emergency communities, the Community could have one or two “cabins sets” for this purpose, with the cabin without the adult parent only occupied by children old enough to be left unsupervised at night (~10+ years old). This arrangement was successfully done in Seattle’s Georgetown village.
- Single women who are willing to share a cabin with another single woman may do so and are encouraged to do so in order to increase occupancy. Some women who are dealing with mental health challenges will need the space and privacy of their own cabin. For the sake of economy of scale, this plan calls for 15 sleeping cabins that are large enough for two adults. It could be modified to include a few smaller cabins for single occupancy.

Applicants may not be discriminated against based on race or ethnicity, religion, sexual orientation, marital status, age, disability or having children.

Resident Admissions Process

The following procedure is based on our current understanding of the San Diego Regional Taskforce on the Homeless CES process.

Service Provider agencies, working in collaboration with the Community, will notify RTFH/CES when there is one or more vacancies in the Community and will review referrals sent to them by CES and notify CES whether or not a referral is suitable. An eligible applicant will complete an application and interview with the Service Provider. The Service Provider will assign a Case Manager for the resident and they will set goals to work on while living in the community, including a target for moving into permanent housing. The Service Provider will notify the Community Resident Advocate that a new resident (or family) is ready to move in and they will schedule the soonest possible time to

bring them to the Community. The Case Manager will share any information about the resident that has been approved by the resident. Both the Case Manager and the Resident Advocate must abide by HIPA regulations regarding privacy.

The Resident Advocate will make certain the cabin is clean and ready for the new resident with sufficient beds for the family. She will provide the new resident (and her children) with bedding and hygiene items and other items to make them comfortable. She will give them a tour of the Community facilities, provide them with IDs and make certain they have something to eat.

The Resident Advocate will provide the new resident with a document explaining Community policies and procedures and go over them, answer questions and schedule an appointment with the Program Manager.

As soon as practicable, the Program Manager welcomes the new resident and conducts an orientation session, explaining the rules of the Community, the residents' rights and responsibilities, consequences of not adhering to the rules, the roles of staff, and the environmentally protective features of the facility. The resident will sign a form stating that she understands the rules and agrees to abide by them. These meetings could be scheduled to include more than one new resident if convenient.

Cabin Furnishings and Access to Donations

The cabins will come furnished with beds for the resident and her children. If there is room, the cabin will also have a table and chair(s) shelves and hooks for storing items. Each cabin will also have a storage box outside, which can be locked. The resident will also have a plastic bin in the refrigerator for her personal food. Additional furnishings will be available in the Donation Structure.

Resident's Belongings

We realize that even homeless people have things that are valuable to them that they have tried to retain even when they had no place to keep them. A wood storage box that can be locked will be outside each cabin for safely storing personal items. There will also be minimal storage inside the cabin on shelves, under beds and hooks or racks for hanging clothing. The primary purpose of the cabin is for safe sleeping. Storage of the resident's belongings is secondary. Resident's will be discouraged from bringing furnishings into the cabin and no upholstered furnishings or cushions are permitted. All clothing and bedding must be laundered before bringing it into the Community. Under no circumstances will residents be permitted to empty a storage rental into the cabin. In order to control pest infestations, the area under the cabin must be kept open and clean at all times. Any food brought into the cabin must be stored in a sealed container that is insect and rodent proof. Hoarding is not permitted and signs of it will be immediately addressed.

Resident Assistance

The purpose of the Community is to provide vulnerable homeless people with safe shelter while securing permanent housing. Case Managers will offer assistance in any aspect of the resident's life that will help them in securing housing. The Community follows the Housing First Model in that it doesn't require residents to address the all of their problems including behavioral health problems, or to graduate through a series of services programs before they can reside in the Community. As per the Housing First approach, housing is the foundation for life improvement and enables access to

permanent housing without prerequisites or conditions beyond those of a typical renter. Supportive services are offered to support residents with housing stability and individual wellbeing, but participation is not required as services have been found to be more effective when a person chooses to engage.

Case Management & Goal Setting

As soon as a resident has been accepted and assigned a Case Manager, they will be encouraged to establish goals that they will work to achieve while living in the Community and identify milestones toward to achieve them. The Case Manager will schedule meetings to see how the resident is progressing on those goals and where they need help.

Housing Counseling and Permanent Housing Matching

The Housing Counselor will provide rental assistance counseling to Community residents in search of permanent housing. Residents will receive face-to-face housing counseling designed to match client's housing needs with locally available housing. The counselor will review client's credit report, if available, and discuss any issues that may cause a potential landlord to reject the client's application.

Substance Abuse

The Community follows the Housing First model and residents will not be refused admittance or removed from the Community due to substance abuse issues. However, the use of illegal substances in public will not be permitted and residents whose behavior under the influence jeopardizes the well-being and safety of other residents, will be removed from the Community either temporarily or permanently at the discretion of the Program Manager or, in cases of violence, law enforcement will be called.

Child Care

Pets and Service Animals

Resident Roles and Responsibilities

Many of the villages visited by Jeeni Criscenzo and Juan del Rio have community agreements. While the exact text varies village to village, the rules in the agreement document state the basic expectations for living in the community. They must be agreed upon and signed by all the members of the village. Should a rule be broken, there are consequences. The consequences vary depending on the gravity of the negative conduct, and range from a simple warning to expulsion from the village. Together with Service Providers, Amikas will develop a set of rules for residents that is in line with Housing First and their status as residents in Bridge Housing.

Resident Rules

A handbook of resident rules will be provided to each incoming resident prior to their consideration so they have time to review it and decide if this bridge housing opportunity is appropriate for them. They will be asked to sign an acknowledgement that they have read and agree to the rules before moving into the community. The rules will be kept simple and in accordance with Housing First principles, to assure

the health and safety of all residents and staff, and include residents in the responsibilities of being housed and their own health and safety.

Exiting Process

Residents will exit the Community either by their own choice, having secured permanent housing or being removed from the community. Wherever possible, the Resident Advocate will meet with the Resident to complete an exit survey for purposes of improving the program.

Removal from the Community

While it is never a first option, considering that the purpose of housing residents in the Community is to keep them safe while waiting to secure permanent housing under the Housing First Model, there may arise situations where a resident refuses to comply with rules that impact the safety and wellbeing of the other residents or where they manifest behavior that is dangerous or illegal, the Program Manager can remove a resident from the Community at any time. The terms of AB932 exempt the City from compliance with tenant/landlord regulations and there is no need to go through a legal eviction process.

Violent or Threatening Behavior

A resident exhibiting any behavior that threatens the health and safety of other residents, staff, visitors, or property can be removed from the community at the direction of the Program Manager.

Rule Violations

The Resident Advocate and the Program Manager will address rule violations on a case-by-case basis. The Program Advisory Committee may play an advisory role in matters that are not confidential.

Repeated Rule Violations

If a resident receives three notices of rule violations and shows no interest in correcting their behavior, the Program Manager may cause them to be removed from the Community for either a set period of time or permanently.

Abandonment of Property

In the event that a resident abandons their property, its disposal will be governed by the laws of the State of California.

Pilot Bridge Community Site

Identify & secure site

The City of San Diego will provide the site for the Community. In order to take advantage of the California Shelter Crisis Act and the amendment of AB932, the Community must be located on a City of San Diego facility or land that is leased by the city.

Optimal sites will have ready access to water, electrical, and sewer connections. Water, electrical, and sewer connections will be expedited through the City permitting process where necessary. SDG&E could provide discounted installation of temporary electrical service lines where needed.

Site Plan – Placement and number of cabins, community center, facilities etc.

Units and residents per site size

Most of the tiny home communities visited in Washington and Oregon have 30 to 60 units with one or two adult individuals living in each unit. Only a few of the sites accommodated children. Most lots were 1 to 2 acres. The smallest lot, The Tiny House Village, in downtown Seattle, had 14 units on 1/5 acre. Also in Seattle, in a more industrial area, Licton Springs has 36 units plus 2 dorm tents on 1/2 acre. This appeared to be too dense. If the site provided for this pilot site is at least 1/3 acre, 15 sleeping cabins plus the additional structures described below would be appropriate. A larger site could accommodate more cabins with higher numbers of people being housed.

Vicki Estrada of Estrada Land Planning, a landscape architecture firm that has been located in downtown San Diego since 1985, has offered to prepare a professional site plan once the lot has been selected.

Site Prep – Grading, Surface, Landscaping, Privacy

The site will be cleared of weeds and vegetation to expose the hard surface beneath. Where this is feasible, volunteer labor will be enrolled to accomplish this. Where needed, additional professional services will be retained. The goal of the site preparation is to have the cleanest level area free from obstructions to enable the best placement of all structures and the easiest navigation by reasonably ambulatory residents and service providers. Where possible, perimeter vegetation will be left intact to the extent that it will help provide a measure of privacy by separation from the immediate neighbors. This decision will be balanced against the overriding need to provide a defensible space for fire protection. If the site is sufficient, one or more areas could be set aside for raised bed gardening by residents as a therapeutic opportunity. Access to utilities (water, electricity, sewer) will need to be determined.

Fencing / Gate / Security Shelter

Each lot will be delineated by chain-link fencing along the perimeter with service and pedestrian access provided by one large and one small gate, plainly visible and accessible at the front of the site. One cabin will be designated as the security office and staffed 24/7. This presents job opportunities that can be filled by a nonprofit in the workforce development sector. Access to the site will be monitored at all times.

Construction

Cabin design with I-Wood Frame

This proposal is based on the use of wood framing kits from a local manufacturer of Treecycling, using I-Wood shaped lumber technology. Each kit will be banded and ready-for-pickup. Kits include the foundation, cabin framing, trim and hardware. Additional components will be provided separately, flat-packed in bulk, from a wholesale supplier, including plywood flooring and OSB sheathing for siding and roofing.



Cabin Construction

The Construction Manager will work with volunteers and work-force participants to construct the I-Wood cabins. The cabin kits can be assembled with battery powered screw guns. Door and window openings are cut in place by a carpenter, using a handheld circular saw. The Construction Manager will be knowledgeable in the cabin assembly process to direct volunteer labor.

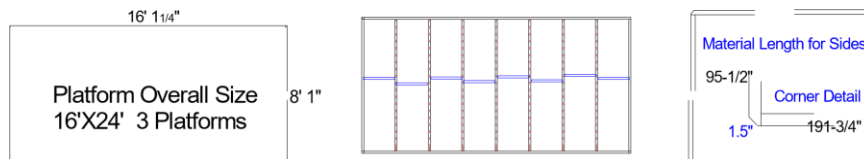
Volunteer Labor

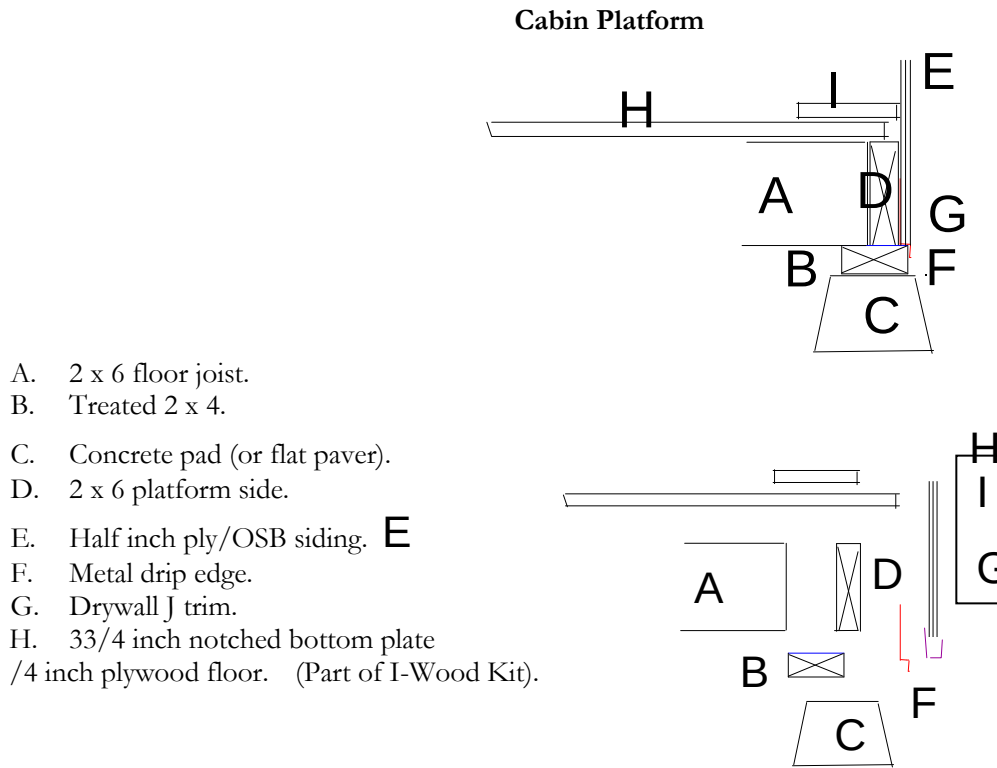
The ease of assembly of the prefabricated kits allows for the use of non-skilled volunteer labor from the community. This need will be met by creating alliances with nonprofit service providers (e.g. ADA YouthBuild, Second Chance), educational institutions (e.g. High Tech High), and community groups seeking hands-on participation in deploying the cabins and related structures. All volunteers will sign a liability waiver before beginning work onsite.

Cabin Platforms

Cabin platforms will be constructed to the standards of interior residential flooring (i.e. protected from weather), with common 2x6 joists on 24" centers resting on pressure treated 2x4 plates seated on 12x12x2" pavers. Each cabin platform can be assembled by two volunteers in 30 minutes.

Platform Spacer Blocks 22.5" #8





I-Wood Frame Assembly

The highlight of the Community is the I-Wood building design. I-Wood technology uses pre-cut, profiled lumber that fits together like Lego™ blocks.

The component parts are packaged in kits that can be assembled by unskilled people with just an electric screw-driver.



Advantages of using I-Wood technology for building sleeping cabins:

- I-Wood lumber locks together to form strong, easily-assembled homes
- Do-it-yourself kits inspired by the IKEA™ flat pack concept
- Fast assembly – a 100 square-foot frame and roof can go up in a matter of hours
- Minimal tools and no construction experience required

- Pre-cut and drilled with high accuracy
- No guesswork – every component is labelled for easy assembly
- Assembly manual provided with step-by-step illustrations
- I-Wood has higher strength-to-weight ratio
- Profiling offers aesthetically pleasing qualities
- I-Wood frames provide better insulation
- I-Wood lumber requires less chemical treatment
- The components can be pre-treated for resistance to moisture, mold and fire
- Little or no job site waste
- Easy to handle: delivered in flat-packs
- Suitable for assembly on concrete, rammed earth or wood platforms

The cabin frame consists of nine assemblies of double-studded custom milled lumber to create a 51/2” thick continuous wall and roof arch. Each arch is assembled on the platform, raised and placed into the custom routed wall plate, then secured with screws. The arches are cross braced with stretchers running the length of the cabin frame. Each cabin frame can be assembled by two volunteers in two hours.

Siding, doors and windows

The cabin frame is strengthened and enclosed by the application of 1/2”x4x8 sheets of oriented strand board (OSB) siding and roofing. Cutouts for windows and a door can be made in place using a handheld circular saw by an experienced volunteer. Commercial windows and a door with a lock complete the exterior envelope of each cabin.

Roofing

The OSB roofing will be made weather resistant by further application of an acceptable roofing material such as a silicone white roof coating (e.g. Henry Dura-Brite, Lanco White-Seal), asphalt singles, or suitable alternative to fit the personality of the neighborhood.

Insulation

Each unit will be outfitted with R-19 insulation (e.g. Owens Corning PINK EcoTouch E54) in the walls and roof.

Electricity (optional) and/or solar pack

Each unit will have a solar kit to power one exterior security light, one or more interior convenience lights and a phone charger.

Interior finishing

The flooring will be an acceptable interior grade of 3/4” thick plywood finished with a sealant to provide ease of maintenance. The interior wall and roof surfaces will be selected from a variety of options, including a durable canvas treated with fire-retardant for an optimum acoustic environment (soft walls allow the insulation to absorb sound and prevent echoing), up to interior grade wall paneling and any combination thereof.

Marine toilets (optional)

Electric (battery-powered) marine toilets can be provided for less than \$200 per unit. (e.g. Thetford Porta Potti 550E Curve Electric Toilet with Hold Down Plate). These will require regular service for waste removal by a professional service provider.

Other Buildings

Community Center

The Community Center can be built with the same I-Wood design as the cabins. It is 16'x 24'. The Community center will be used for resident meetings and group activities.

Kitchen

A structure to be used for food storage (refrigerator and pest and rodent-proof containers for nonperishable food items will be constructed. The kitchen structure can use the I-Wood frame for an 8 x 10 cabin with 20 x 10 Awning Fabric (\$90). Alternately a sprung tent could be used. Outside groups and individuals will want to provide ready-made meals for the residents and this should be scheduled so residents know when meals will be available. In addition, there would be microwave ovens and small kitchen appliances so residents can prepare basic meals, heat up bay formula, have a cup of coffee or tea etc. Drinking water should also be provided so residents are not using bottled water on the site. Picnic tables should be under a canopy to protect from sun and rain.

Restrooms

There has been some concern expressed about young children, women and elderly women needing to use a porta-potty, especially during the night. Some of the villages we visited had container units with toilets and showers and others had built restrooms similar to those used in public recreational areas. Another option is to install a marine toilet in each unit that could be emptied by the same company that would service porta-potties. Marine toilets with 2 1.2 gallon freshwater and wastewater tanks and push-button flushing would add approximately \$200 to the cost of each cabin. Some of that cost would be offset by a reduction in the number of porta-potties required.

Showers

For the pilot program, arrangements can be made with existing organizations that are providing mobile showers to various sites where homeless people can use them. Alternately, a container unit with water and plumbing hook up can be put on site. We can get more information on what is being used at the sprung tents, but there would be no more than 30 individuals (including children) at the pilot site.

Playground / Child care

A basic covered area for children to play protected from the sun and rain can be provided with a modified I-Wood frame and awning fabric.

Smoking Area

It is a reality that many people who are homeless are addicted to cigarettes. Whether or not we think this is a wise choice for them, it is often not a choice and will require a will on their part to quit. Meanwhile, if we are going to give these residents the benefit of concentrating on getting their lives together and getting into permanent housing, the site must have an area where residents who need a

smoke can do so without putting themselves or others at risk. A small kiosk that is protected from the elements can be provided for residents to go for a smoke within the safety of the fenced site and visible to their children in the playground but far enough away that other residents and the children will not smell or be harmed by the smoke. If there is a budget for it, a smoking cessation clinic to work with the residents who wish to break their addiction to cigarettes could be offered.

Resident Storage

Hoarding is a problem at most of the other tiny home villages we visited. It is a common response for people who have lived through not having the basics necessities, to store up everything they might possibly need in lean times. But not everything a person wants to store is a symptom of hoarding. People will have items of personal or sentimental value that they wish to keep for the day they have permanent housing. Anticipating having a place to displace and protect their stuff is a strong motivator for taking the steps needed to become permanently housed. In the interest of keeping hoarding under control, and keeping a lid on infestations of vermin, it would be beneficial to have a separate place where residents can store their items outside of their small sleeping cabin. This can be accomplished with a wood storage box outside the front door, or with bins that can be locked in a separate structure.

Donation Storage

Neighbors will want to bring donations to the site and should be encouraged to participate in this way so everyone feels a part of the effort to help our less fortunate neighbors. Food donations can be brought directly to the kitchen structure which should have insect and rodent proof storage. But items such as clothing, bedding, small furnishings and hygiene products can be brought to the Donation structure, which can be as simple as a tent or have an I-Wood frame covered with an awning fabric. The donation structure needs to be water proof and have tables or shelving to keep items off the ground and organized. Large plastic bins would help to organize smaller items.

Furnishings

The sleeping cabins each need basic furnishings for sleeping, doing homework, eating and sitting and storing clothing. The I-Wood system can be used to make basic furnishings that are designed to make maximum use of the space while maintaining order. Alternately, we can accept donations for basic furnishings. If the original bunk bed frames that were used in the year-round sprung tents in 2015 are still available, we could use them in the units for families with children. Likewise, children will need a place to sit to do homework, play games and eat.

Construction Costs *(these costs are based on 2017 calculations where volunteers would create the kits)*

			Construction Site	\$ 55,038.65
			Total Cost per Site	\$ 7,634.00
				\$ 62,672.65
Item	Description	Cost per	Qty	Cost
Structures				
Cabin Kit A	8x8 unit - Office	\$ 1,989.00	1	\$ 1,989.00
Cabin Kit B	8x12 unit with porch	\$ 2,560.75	15	\$ 38,411.25
Awning Structure	8x12 Frame and platform with vinyl cover	\$ 1,398.70	2	\$ 2,797.40
Common Building.	16x24 wood structure	\$ 5,303.30	2	\$ 10,606.60
Security Cabin Kit	4x8 unit	\$ 1,234.40	1	\$ 1,234.40
Total Structures				\$ 55,038.65
Site				
Fencing	Chainlink Fence: galvanized steel 2" mesh; 2-3/8" corner poles, 11/2" line poles and top rail; concrete post holes; incl. waste.	\$ 6.04	400	\$ 2,416.00
Gate	driveway gate, made up of 2 units 4' wide x 60" tall and with closing latches.	\$ 218.00	1	\$ 218.00
Site prep	Grade & Level Site	\$ 5,000.00	1	\$ 5,000.00
Site Plan		\$ 2,000.00	1	\$ 2,000.00
Total Site				\$ 7,634.00

Operations

Maintenance Schedule

Maintenance of the Community will primarily be the responsibility of the Program Manager, who will perform basic preventive upkeep and notify the Program Advisory Committee when more serious problems need attention. Routine maintenance services, including cleaning of cottages, the Community building and the grounds, will be the responsibility of the residents. Residents will be responsible for maintaining their cottages in a clean and safe condition. At the direction of the Program Advisory Committee, the Program Manager will contract with professional maintenance and repair services when needed for deep cleaning and specialty repair.

Trash

Trash collection will be handled by existing neighborhood service route provided by the City. Each site will need one 96 gallon bin per five cabins and one additional for common facility and area maintenance refuse. Each site will be responsible for maintaining the cleanest environment reasonable to ensure continued acceptance by the neighborhood residents.

Inspection of Cabins

The Program Manager will inspect all cabins at least every two months to determine compliance with health and safety standards and Community Rules and Policies. Failure of compliance will be referred to the Program Advisory Committee.

Schedule of routine maintenance of all building and property systems

The Program Manager will supervise an inspection of buildings, appliances and mechanical equipment at least annually. A copy of the facility's "as-built plans," and an inventory of all equipment, with date of installation and warranty information, will be kept on site. If deficiencies to any equipment are noted, depending of their scope, either the Program Manager or a contractor will make the repairs. Residents will be trained in the proper use of appliances and other equipment, and will be encouraged to report any malfunctions immediately.

The Program Manager will be responsible for inspecting the exterior of the facility (buildings, lighting, fencing etc.) regularly. Inspection of smoke detectors and fire response systems, including alarms and extinguishers, will be included in the annual inspection. Any deficiencies will be corrected immediately.

Handling of notices by residents of building or system malfunctions

Residents should inform the Program Manager immediately of any building or system malfunctions. The Program Manager will prepare a work order for each such report and maintain a log of reports and work orders. Any malfunctions that constitute a risk to the health or safety of the residents, or to the integrity of the facility, will be handled immediately by the Program Manager and/or the Program Advisory Committee.

Emergency response

Residents should report any violation of the rules, including instances of theft or abuse, to Program Manager. Such reports will be responded to by the Program Manager or Program Advisory Committee.

Proposal for Pilot Bridge Community

The Program Manager will prominently post and keep current written notice of evacuation routes, emergency response procedures and contact numbers in the Community building, and inform all residents of such procedures.

Neighborhood Outreach

Community support is particularly important to the success of a bridge community both within the neighborhood and the bridge community itself. How we deal with the concerns of the neighborhood on the pilot project will have a direct impact on the acceptance of future communities throughout the region. Each neighborhood will have particular concerns about the building of the community that could include safety, health, and resident behavior issues. A neighborhood's particular concerns should be identified from the outset of planning. All of the tiny home villages in Washington and Oregon that we visited noted that the neighborhood was more likely to support the building of a bridge community if residents were notified in the early planning stages and included in discussions.

Experience of other communities

Different tiny home villages have taken various approaches to include the neighborhood in the planning process. OM Village in Madison, for example, says that neighborhood support was one of their main challenges. They approached the problem by engaging neighbors and answering questions. In their case, the City Council was supportive, which helped to get the surrounding community's support. Dignity Village in Portland also spoke about getting neighbor support as being important in the building process. Dignity Village explained that while there was some initial conflict, they now have a positive relationship with their neighbors. In addition, Andrew Heben of SquareOne Villages attributed the organization's successful siting of Emerald Village to early outreach to the neighborhood association.

A Resident Agreement would serve to assure the surrounding neighborhood of the positive culture that the community is fostering and will help the community to be successful once built. Internal and external community support could help the project transcend stigma against the marginally housed.

Neighborhood outreach would include the following:

- Pre-opening neighborhood outreach and education
- Neighborhood Advisory Council
- Community Participation (volunteers and donations)
- Plan for addressing neighborhood grievances
- Public Relations

Financial Management

The costs for Community break down into the capital costs of building and the operating costs of maintaining the community and serving the residents.

Using Other Communities for Cost Estimates

Fortunately we can do better than guess when projecting the costs of building and operating a bridge community. There are many variations of this project that have been previously built and we visited 10 of these villages in Oregon and Washington in 2017. Following is a review of the costs and funding of two distinct villages: Opportunity Village, a transitional village model and Quixote Village, a permanent village model that used HUD funding. In both capital and operating cost categories, there is large variation between them.

Opportunity Village

Opportunity Village functions largely as a replacement for a homeless encampment. It was built on city land, and the start-up costs were quite small. In all, the village's capital costs totaled approximately \$212,000 for 29 units, or \$7,300 per unit. More than half of that cost was raised through in-kind donations from members of the broader Eugene community, while the remaining was made up of cash donations. In addition, the city provides the land. The operating costs are approximately \$3 per night per person, and the 30 residents pay \$1 of that (or \$30 a month) to cover utilities and other costs. The remaining \$2 per night, or \$60 per month per person, is covered by fundraising.

Quixote Village

Quixote Village, a 30-unit tiny house community, cost \$3.16 million in development. More than half of the \$3 million that went into capital expenses was spent on site and building construction. The cost per unit is \$102,000, which is substantially lower than studio apartments; these typically cost \$200,000. The village has a yearly operating budget of \$246,000, of which a substantial portion is spent on two full-time employees who manage the resident needs and property. Approximately onethird of the operating costs of the village are spent on utilities and maintenance. Operating costs are covered primarily by Section 8 project vouchers, plus grants from the state and county. Building costs for Quixote Village included the cost of land, remediation, and building fees. The land was effectively free, most of the architectural and engineering services were donated, and a significant donation was made for excavation services. Panza, the parent group managing Quixote Village, needed to raise about \$2.6 million. Although Panza turned to community and private organizations for funding, they were also granted \$110,000 from city CDBG grants and \$604,000 from state CDBG for further development, and \$60,000 for the first year of program services. The rest was funded by private, in kind transfers, private cash grants, inputs from Thurston County Land Donation and County Capital, and nearly half of total costs (\$1.5 million) were received from the Housing Trust Fund.

Getting these funding streams proved difficult, however. Receiving Housing Trusts funds was the result of strong, successful lobbying by Panza employees and Quixote Village proponents to the State Legislature. Also, it is worth noting that CDBG funding was only given on the contingency that Quixote Village be developed differently than Opportunity and Dignity Villages: with prevailing wage laborers and not volunteer workers. The project set aside \$56,000 per annum for social services and

management within the camp, which came from Panza, but those funds were projected to be exhausted by the end of the first year.

Possible Funding Sources

Bridge Housing Communities are relatively inexpensive to build. Excluding Quixote Village, most of the villages we reviewed relied entirely on private and non-profit donations to raise capital costs. Interviews revealed that many organizers of these villages were either uninterested in navigating the perceived hassle and requirements that go with public funding or were unsure how to acquire HUD funds, given their limited resources. However, there are funds that the City of San Diego can access. Many of the sources listed below would require that the cabins include plumbing and heating, but we have included them for possible future programs.

Community Development Block Grants (CDBG)

Community Development Block Grants can fund a number of activities, including job creation, providing services to vulnerable populations, and providing affordable housing. In each of the past five years, Eugene has received a block grant of approximately \$1.25 million dollars and Springfield's grant per year was approximately \$500,000. In fiscal year 2013, Eugene spent \$358,000 on housing from this grant, while Springfield spent \$111,000. Although new housing construction cannot be funded through CDBG, CDBG can fund land acquisition and infrastructure improvements for tiny home villages. **Quixote Village used CDBG funding for the construction of the community center.**

Emergency Services Grants

Emergency Services Grants are used primarily for the renovation of homeless shelters. Oregon Housing and Community Services allocates a grant to Lane County. This grant is dedicated to homeless shelters. Although Opportunity Village or other transitional tiny homes villages are not classified as homeless shelters, they share many of the attributes of one. If San Diego could successfully make the case that the Amikas Pilot Bridge Community is a shelter, it is possible that funds from this program could be used for operating costs, such as utilities, repairs, and food.

HOME Investments Partnership Program (HOME)

The HUD HOME Investment Partnerships Program distributes grants to cities and states to fund affordable housing projects and provide direct housing assistance to low-income renters. If the City of San Diego / Amikas Pilot Bridge Community were to apply for this program, HUD policy would require that the cabins are built with labor compensated with Davis-Bacon prevailing level wages, which would make the cabins significantly more expensive to build than if we used volunteer labor or paid local wage rates. In addition, homes constructed with HOME funding would have to meet HUD's housing quality standards, which means each unit would need to include a full bathroom and kitchen. However, local housing ordinances supersede the HUD standards. So we could follow the example of Quixote Village, which was able to receive HOME funding when the city of Olympia, Washington amended its definition of a single occupancy residency (SRO) so that tiny homes could qualify.

Section 8 Project Vouchers

Section 8 Project-Based Vouchers are distributed by public housing agencies (PHAs). PHAs release project-based vouchers to private owners to rent some or all of the units in their housing

developments to low-income families. Many of these private owners are for-profit entities, but not exclusively so. Vouchers are contingent on multi-year housing contracts between the private owner and HUD. To fund the vouchers, Congress appropriates annual funding. These vouchers differ slightly from Housing Choice Vouchers. Specifically, vouchers do not have transferability, as rental assistance does; they are tied to one specific housing development or unit.

Section 8 Housing Choice Vouchers

Housing Choice Vouchers, also distributed by PHAs, are extended to individuals with incomes not exceeding 80 percent of the poverty line. Under the voucher, the recipient has at least 60 days to find housing. Recipients are free to choose housing of their choice and the voucher is connected to them, rather than the property in which they live. But their housing choice must meet the habitability requirements of the program. The subsidy is paid by the PHA directly to the landlord, and the family pays the difference not covered by the subsidy. The voucher is then put towards rent, with the recipient paying the difference not covered by the subsidy or at least a “minimum rent.” Vouchers can also be applied to mortgages, enabling low-income families to purchase, rather than rent, homes. Currently, the Section 8 waitlist in San Diego County is at least a 5-7 yr. waitlist but is still accepting new applications.

Self-Help Homeownership Opportunity Program (SHOP)

The goal of Self-Help Homeownership Opportunity Program funds is to create a sense of pride and community through “sweat equity”—wherein the future homeowners themselves, in partnership with non-profit organizations and volunteer labor from the community, build the home. Funds are provided to the non-profit organizations administering this kind of model, and are considered to be start-up funds, because they can only be used for either site acquisition or on-site development. Annually, there is approximately \$25 million available, granting between \$450,000 and \$13 million to three to six of the applicants. National or regional organizations qualify for funding, as do consortia (two or more non-profit organizations that are located in at least two states). Those organizations then must choose future homebuyers who would qualify for low-income housing under HUD’s definitions of low-income households. Members of the household must contribute a minimum of 100 hours of sweat equity. Moreover, SHOP funding **requires** that physical construction involve community participation. Once the house is built, HUD standards of safety and durability apply. This funding source may be a good option for tiny home village developers, because of the ability to use volunteer labor, which would cut building costs, and because the grant is not tied to minimum house size requirements. In addition, by involving community participation in the building, this type of grant is likely to help build support from local residents.

City Funding

The City of San Diego will fund Construction and Program and Administrative Expenses as listed in *Appendix A – Budget*.

Appendix

A. Budget

			Year 1	Year 2
Employee Benefits:	23.00%		Avg. # households/mo	Avg. # households/mo
Avg. beds per household	3.0		15	7.5
Cost p/mo			\$ 47,959.89	\$ 27,620.25
Annual cost per bed nights			\$ 16,425.00	\$ 8,212.50
Avg. Cost per bed/night			35.04	40.36

1. Personnel			Year 1	Year 2	
Position	wage/hourly	%FTE	Annual Salary	Salary w/Benefits	Salary w/Benefits
Program Manager	\$ 30.00	100	\$ 62,400.00	\$ 76,752.00	\$ 76,752.00
Resident Advocate	\$ 15.00	75	\$ 23,400.00	\$ 28,782.00	\$ 14,391.00
Housing Counselor	\$ 25.00	75	\$ 39,000.00	\$ 47,970.00	\$ 23,985.00
Construction Project Manager	\$ 30.00	25	\$ 15,600.00	\$ 19,188.00	\$ 9,594.00
2. Contract Services			\$ -	\$ -	\$ -
Case Manager	\$ 35.00	50	\$ 36,400.00	\$ 44,772.00	\$ 22,386.00
Case Manager	\$ 35.00	50	\$ 36,400.00	\$ 44,772.00	\$ 22,386.00
Case Manger	\$ 35.00	50	\$ 36,400.00	\$ 44,772.00	\$ 22,386.00
Security 24/7	\$ 11.00	300	\$ 68,640.00	\$ 84,427.20	\$ 42,213.60
Total Personnel				\$ 391,435.20	\$ 234,093.60

3. Construction (Year 1) See Construction Costs (Page 28)	\$ 65,000.00	\$ -
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4. Non-Personnel Expenses	Monthly	Year 1	Year 2
Office Supplies	\$ 100.00	\$ 1,200.00	\$ 1,200.00
HMIS Software license & Training	\$ 100.00	\$ 1,200.00	\$ 1,200.00
Brochures and Outreach Materials	\$ 50.00	\$ 600.00	\$ 600.00
Printing & Postage	\$ 100.00	\$ 1,200.00	\$ 1,200.00
Telephone, Internet	\$ 200.00	\$ 2,400.00	\$ 2,400.00
Porta Potty Rental & Servicing	\$ 250.00	\$ 3,000.00	\$ 3,000.00
Kitchen Appliances & Supplies		\$ 6,000.00	\$ 3,000.00
Bedding		\$ 1,500.00	\$ 500.00
Furnishings		\$ 3,000.00	\$ 1,000.00
Vehicle Lease/Gas/Maintenance		\$ 20,000.00	\$ 20,000.00

Proposal for Pilot Bridge Community

Food	\$ 3,000.00	\$ 36,000.00	\$ 36,000.00
Insurance	\$ 120.00	\$ 1,440.00	\$ 1,440.00
		\$ -	\$ -
Contingencies	\$ 200.00	\$ 2,400.00	\$ 2,400.00
Total Non-Personnel Costs		\$ 79,940.00	\$ 73,940.00
Total Non-Administration		\$ 536,375.20	\$ 308,033.60
Administration			
10% of Direct Expenses		\$ 39,143.52	\$ 23,409.36
Total Budget		\$ 575,518.72	\$ 331,442.96

B. Statement of Policies

B.1. Fair Housing Policy

It is the policy of the Pilot Bridge Community to comply fully with all federal, state and local nondiscrimination laws, and with the rules and regulations governing Fair Housing and Equal Opportunity in housing and employment.

The Pilot Bridge Community will not discriminate on the basis of race, color, sex, religion, creed, national or ethnic origin, age, family or marital status, sexual orientation, or disability.

B.2. ADA Compliance

It is the policy of the Pilot Bridge Community to comply fully with the Americans with Disabilities Act (ADA). Policies and practices will be designed to provide assurances that persons with disabilities will be provided reasonable accommodation if possible, so that they may fully access and utilize the housing program and related services. Requests for reasonable accommodation from persons with disabilities will be granted upon verification that they meet the need presented by the disability and availability of such accommodation.

Two of the 15 cottages will be ADA compliant. If an applicant requires an ADA compliant cottage and is a successful applicant, and if one or more of the ADA compliant cottages are inhabited by a resident who does not require ADA compliant facilities, that resident will be required to relinquish the ADA compliant cottage, but only if a non-ADA compliant cottage is available.

B.3. Equal Employment

The Pilot Bridge Community practices equal opportunity in hiring and conditions of employment. Position vacancies will be publically advertised.

B.4. Privacy Rights

This management plan incorporates by reference the Federal Privacy Act. The Pilot Bridge Community's practices and procedures are designed to safeguard the privacy of applicants and residents. All applicant and resident files will be stored in a secure location that is only accessible by authorized staff. Inappropriate use or disclosure of applicant or resident information by staff may result in disciplinary action.