



**City of Albany**  
**Homeless Task Force**  
**Thursday, December 20, 2012 – 7:00 pm**  
**Albany Senior Center, 846 Masonic Avenue – South Room**

**Meeting Outline**

	<b>ITEMS</b>	<b>TIME</b>
1.	Adoption of November 15, 2012 Meeting Notes	7:00 – 7:05 PM
2.	Guest Speakers: Police Chief Mike McQuiston and Sgt. Chris Willis	7:05 – 7:50 PM
3.	Staff Update: EveryOne Home; funding sources; low income housing inventory; McLaughlin Eastshore State Park Plan (Bulb portion); Dignity Village Evaluation Report	7:50 – 8:05 PM
4.	Report on framing January City Council report – Members Pipkin, Kleinbub and Winkelstein	8:05 – 8:15 PM
5.	Discussion on expanding options to Council	8:15 – 8:35 PM
6.	Report on MHSa Advisory Committee – Member Thrush	8:35 – 8:45 PM
7.	Research on programs that serve the homeless	8:45 - 8:55 PM
8.	Items for the next Agenda: City of Berkeley Public Commons for Everyone Initiative	8:55 – 9:00 PM
9.	Adjournment	9:00 PM

Attachments:

- a) November Meeting Notes
- b) Categories – Ending Brainstorming list
- c) Urban County 2012 Action Plan
- d) Inventory of subsidized-rental Housing
- e) McLaughlin Eastshore State Park Plan (Bulb portion)
- f) Dignity Village Evaluation Report

Next meeting: January 17, 2013 at 7:00 PM



**City of Albany**  
**Homeless Task Force**  
**Thursday, November 15, 2012 – 7:00 pm**  
**Albany Senior Center, 846 Masonic Avenue – South Room**

**Meeting Notes**

Members present: Ruth Cashmere, Barbara Chambers, Andrew Franklin, Brian Johns, Lisa Kleinbub, Gordon McCarter, Paul O'Curry, Sharon Pipkin and Julie Ann Winkelstein  
Staff present: Ann Chaney and Isabelle Leduc

**1. Adoption of October 18, 2012 Meeting Notes**

**Motion:** Motion was made by Member Winkelstein and seconded by Member O'Curry to accept the October 18, 2012 minutes. Motion carried all in favor.

**2. Staff Update**

- Staff Leduc reported on the meeting with Operation Dignity, Solano Community Church volunteers, Sage Foster from Abode and staff. Operation Dignity will meet the homeless at the Bulb to distribute blankets, sock and sandwiches on a Thursday when Steve and Andrew provide pizza. Doing a census was also discussed, and Operation Dignity will prepare a proposal for services.
- Steve Thrush applied to the MHSA Advisory Committee and was chosen.
- Staff Leduc mentioned that there are two Albany vacant seats on the Berkeley/Albany Mental Health Commission.
- Staff Leduc briefly described the reappointment process for members belonging to existing City boards.

**3. Report on framing January City Council report – Members Pipkin, Kleinbub and Winkelstein**

- The subcommittee met November 12 and reported on the work they have done to prepare the January City Council report.
- The draft report will be sent to all Task Force members for comments and reviewed again at the December meeting.

- The final report must be sent to staff by January 11 to be included in the January 22, 2013 Council meeting packet.

#### **4. Report on the recruitment of a homeless person to the Homeless Task Force - Members Thrush and Chambers**

**Motion:** Motion was made by Member Thrush and seconded by Member O'Curry to appoint April Anthony to the Task Force and Amber Lynn Whitson as an alternate. Motion carried all in favor.

#### **5. Presentation on concerns from the Homeless at the Bulb - April Anthony**

- Need for dumpsters to be consistently delivered every three months
- Need for a second porta-potty
- No toilet seat cover available in the one there
- Golden Gate Fields parking lot lights are too bright
- Anti Scavenger Ordinance

#### **6. Report on past efforts to locate toilet at the Bulb – Staff Chaney**

- City met with EBRPD 5-6 years ago which resulted in EBRPD placing and servicing the porta potty at end of Buchanan Street.
- Staff pursued question again a few years ago, with EBRPD, regarding a toilet ON the Bulb.
- Explored Porta Potty and Vault Toilet options and neither seemed feasible at the time.

#### **7. Identify and prioritize short-term and long term goals**

- Due to the shortness of time, Staff Chaney distributed a revised list and suggested that Task Force Members review it over the next month and bring comments to the next meeting.

#### **8. Research on programs that serve the homeless.**

- Member Winkelstein reported that RAM would be hosting their next event in Coachella.
- Peggy McQuaid presented the Your Albany Teen – A resource Guide for parents and said that she would bring more to the next meeting.

## **9. Items for the Next Agenda**

- January report to Council
- Review, identify and prioritize short term and long term goals
- Expanding options to Council
- Berkeley's Public Common for Everyone's Initiative – Berkeley's attitude towards homelessness
- Day job listing
- MHSA report from Member Thrush
- Inviting Police Chief McQuiston to the January meeting

## **10. Adjournment: 9:30 PM**

**Brainstorming**  
**Ending Homelessness in Albany**  
(a work in progress)

**Healthcare**

1. Address dental/vision care
2. Reach out to local dentists for free dental care
3. Consider people with disabilities
4. Remote Area Medical (RAM) – offers dental care
5. Cooperate with City of Berkeley for Mental Health Services

**Facility(ies) - Provide:**

6. Drop in center
7. Toilet (porta potty) at Bulb
8. Dumpster at Bulb
9. Showers and laundry
10. Drinking fountains/potable water

**Housing**

11. Transition living situation
12. Dignity Village transitional housing model (Portland) – city-created village for homeless
13. Permanent housing with supportive services (e.g., Ritter House)

**Funding/in-kind services**

14. Identify current funding sources available
15. Develop long term plan for funding: private, federal, county, local, etc.
16. Identify actual funding sources for housing, social services, health, education, jobs, job skills
17. Create Albany non-profit organization for community involvement (funding) “Albany Cares”/seek public contributions
18. Advocate for increased cooperation with Alameda County
19. Seek cooperation/involvement with UC Berkeley and corporate world
20. (Staff) Provide Task Force with various program funding sources

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\*Numbers do not indicate priority order

Assembled from HTF meetings 9/20/2012, 10/18/2012, 11/15/2012

**Education**

21. Conduct census of homeless city wide
22. Educate ourselves about model programs, resources, etc.
23. Seek to change community perception from fear and misunderstanding to understanding and compassion (how to speak about it in a sensitive way)
24. Research what other cities/counties/non-profits have done that are working, as to not reinvent the wheel (e.g. Santa Clara County)
25. Create Community Resource Guide
26. Understand how funding would be used

**Legal**

27. Safe return for people coming out of prison/re-entry program/court with resources
28. Deal with legal issues/ judicial advocacy program
29. Research/advocate Judge Manley's approach out of cycle of law enforcement

**Programs**

30. Job, employment opportunities, job placement, hiring resources
31. Buddy system, mentoring to assist
32. Community service in exchange for service
33. Comprehensive and effective harm reduction drug and alcohol program
34. Foster self-sufficiency through stabilized housing with casework services (e.g., Ritter Center in San Rafael using housing located county-wide)
35. Dial 2-1-1 (information/referral); Albany contributes \$5,000/year from CDBG funds (Note: 2-1-1 needs pay phone access)
36. "Wet" houses (e.g., Seattle residence for homeless chronic alcoholics)

**Environmental**

37. Mitigate the environmental impact of housing out at Bulb
38. Preserving the environment at the Bulb

**General**

39. Everybody working together
40. Inspire dignity and respect
41. Register the homeless to vote
42. Divert from a law enforcement issue to a social services program
43. When people are housed, they tend to self-impose "harm reduction"

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Assembled from HTF meetings 9/20/2012, 10/18/2012, 11/15/2012

# FEDERAL, STATE, LOCAL AND PRIVATE FUNDING RESOURCES

Available to:

Urban County (Albany, Dublin, Emeryville, Newark, Piedmont and the Unincorporated County (including Ashland, Castro Valley, Cherryland, Fairview and San Lorenzo)

To be used:

To meet the Urban County's housing and community development goals.

Source: Alameda County Action Plan FY12 -- Urban County

## **PART I. RESOURCES**

The Urban County is a consortium of jurisdictions consisting of the Cities of Albany, Dublin, Emeryville, Newark, Piedmont and the Unincorporated County including the areas of Ashland, Castro Valley, Cherryland, Fairview and San Lorenzo.

This section identifies federal, state, local, and private resources which may be used to meet the Urban County's housing and community development goals. Resources can be sources of funds or technical assistance and can be available to private and nonprofit entities as well as to local government agencies. The resources are categorized within each jurisdictional level by eligible activity. The list includes resources the Urban County has on-hand or expects to receive, and programs to which Urban County jurisdictions could apply for funding as separate entities or as a single entity. Alameda County closely monitors legislation and state and federal budget decisions that could impact our community development objectives. The Housing and Community Development Department (HCD) utilizes active policy and program development and maximum use of available federal and non-federal funding sources.

### **FEDERAL**

#### **Community Development Block Grant (CDBG) Funds**

The Urban County is one of the eight CDBG entitlement jurisdictions in the Alameda County HOME Consortium, which applies annually to HUD for funding from this program. These funds can be used for a variety of housing and community development activities.

FY2012/2013 Urban County Amount: \$1,496,016

*NOTE: Albany receives about \$95,000 annually. About \$22,000± used for Minor Home Repair/Rehabilitation program in Albany. City Council decides on the projects or programs to be funded from remaining \$73,000. Projects must serve low and moderate income families or individuals. Amount varies from year to year depending on Congressional decisions nationwide.*

#### **Neighborhood Stabilization Program I (NSP) Funds**

The Urban County is a NSP I - entitlement jurisdiction which provides funds to purchase and rehabilitate foreclosed and abandoned houses from banks. The rehabilitated houses are then sold to qualifying low/moderate income home buyers or rented to low-income households. One-quarter of the funds will be spent on housing which will be rental.

FY2012/2013 NSP I - Urban County Amount: \$1,400,000

#### **CDBG Neighborhood Stabilization Program II (NSP II) Funds**

The Urban County is one of seven entitlement jurisdictions in the Alameda County NSP II Consortium which were awarded funds under this competitive program to purchase and



rehabilitate foreclosed and abandoned houses. The rehabilitated houses are then sold to qualifying low/moderate income home buyers. One-quarter of the funds will be spent on housing which will be rental.

FY2012/2013 NSP II - Urban County Amount: \$2,500,000

### **CDBG Program Income**

The Urban County has received program income from a variety of projects which received CDBG funding. In the Urban County, the program income is used in the local jurisdiction from which the program income was derived.

FY2012/2013 Anticipated Urban County Amount: \$140,000

### **Community Service Block Grant (CSBG) Funds**

CSBG funds are used to maintain community action agencies involved in eliminating the causes and effects of poverty through employment and economic development programs. The City of Oakland administers CSBG funds for all jurisdictions in the county except Berkeley.

FY2012/2013 Anticipated Amount Consortium-wide: \$500,000

### **Emergency Solutions Grant (ESG)**

The ESG program provides homeless persons with basic shelter and essential supportive services. The funds are available for the rehabilitation or remodeling of a building used as a new shelter, operations and maintenance of a shelter facility, essential supportive services, homeless prevention, rapid rehousing and grant administration.

FY2012/2013 Anticipated Urban County Amount: \$152,261

### **Energy Efficiency Block Grant (EEBG)**

Energy Efficiency grants as part of (The American Recovery and Reinvestment Act funding) may be used for reducing energy use and fossil fuel emissions and for improving energy efficiency in the transportation sector, building sector and other appropriate sectors.

### **Federal Emergency Management Agency (FEMA)**

FEMA provides disaster assistance to state and local governments, as well as to individuals in the event of a disaster. FEMA administers disaster assistance locally through the Alameda County Office of Emergency Services.

### **Healthy Homes**

Helps make homes safer by providing homeowners and rental property owners with practical information about how to prevent health and safety hazards in the home.

### **Home Investment Partnership Act (HOME)**

HOME provides flexible funding to states and local governments for affordable housing programs for low income households. HOME funds can be used to acquire, rehabilitate, finance, and construct affordable rental or ownership housing, as well as to provide tenant-based assistance. In the home ownership program, the funds may be used for such items as down payments and closing costs, construction costs, or permanent loans towards the cost of acquisition. The Urban County is a recipient of HOME funds through the Alameda County HOME Consortium.

FY2012/2013 Urban County Anticipated Amount: \$346,719

### **Housing Opportunities for Persons with AIDS (HOPWA)**

HCD administers the HOPWA program for Alameda County under contract with the City of Oakland. Oakland receives the HOPWA entitlement grant as the largest city in the Eligible Metropolitan Area. HOPWA funds can be used for a variety of housing and service activities for lower income persons living with HIV and AIDS and are intended to serve all of Alameda County. HCD is also being funded directly by HUD for Project Independence, a competitive HOPWA Permanent Supportive Housing Grant, which provides shallow rental subsidies, accessibility modifications and supportive services to people living with HIV/AIDS throughout Alameda County to prevent homelessness and promote housing stability.

FY2012/2013 Anticipated Amount: \$1,636,885 (entitlement funds for development and services county-wide); \$1,483,000 (competitive grant – 3 year term)

### **HUD 202/HUD 811 Program Funds**

These program funds are awarded on a competitive basis specifically for the development of affordable housing for seniors (202) or for the disabled (811). Project sponsors apply directly to HUD.

### **HUD Section 8 Rental Assistance Program**

The Housing Authority of the County of Alameda (HACA) will continue to administer Federal Section 8 Housing Choice Vouchers including use of a portion of its vouchers for project-based Section 8 assistance to units. HACA administers approximately 5,655 vouchers throughout Alameda County (except for the cities of Alameda, Berkeley, Oakland and Livermore which have their own housing authorities), which includes 75 vouchers for VASH (veterans') Program and 10 for the Non-Elderly Disabled Program.

FY2012/2013 Amount: \$70,000,000 (consortium-wide except for Livermore and Alameda)

### **Lead Abatement**

The City of Emeryville participates in a Joint Powers Authority (JPA) for Lead-Based Paint Abatement. Funds are available annually for primary prevention services to ensure that property owners of pre-1978 residential properties and their families are not exposed to lead

hazards. In addition, the County has received grants from HUD to test and abate lead-based paint in homes where children under the age of six reside. The California Department of Public Health provides case management services to families of lead poisoned children in Alameda County.

### **McKinney/Vento Homeless Assistance Act Funds**

#### **Supportive Housing Program (SHP):**

This competitive program, authorized under the McKinney/Vento Act, is designed to promote the development of supportive housing and supportive services for homeless persons, including innovative approaches to assist homeless persons in the transition from homelessness. The funding can be used for a variety of purposes, including acquisition and rehabilitation, new construction, leasing, operating expenses, and supportive services. Funding, if received, will be used for operating costs, supportive services and acquisition and/or rehabilitation of permanent and transitional housing for homeless individuals and families.

FY2012/2013 Anticipated Amount: \$12,817,780 (county-wide)

#### **Shelter Plus Care Program**

This program is designed to provide rental assistance, accompanied by locally provided supportive services, on a long-term basis for homeless persons with disabilities, specifically those with serious mental illness, chronic problems with alcohol and/or drugs, and/or AIDS or related diseases, who are living on the streets, in shelters or in Transitional Housing (having been on the street or in shelter prior to the transitional housing). Grants for new programs are made on a competitive basis. Renewal grants are awarded at existing utilization levels on an annual basis. Alameda County HCD is the grantee for competitive and renewal grants under the Shelter Plus Care Program.

HCD administers a Sponsor-based Rental Assistance (SRA) grant. The SRA grant supports 65 units located throughout the County.

FY2012/2013 SRA Amounts: \$1,048,752 (county-wide)

HCD administers a SRA grant that supports nine units for families in the Housing Alliance Project located the Unincorporated County.

FY2012/2013 SRA Amounts: \$140,904 (Unincorporated County)

HCD administers a Tenant-based Housing Rental Assistance (TRA) grant to provide assistance to 263 units. Approximately 40% of the TRA grant is allocated to assist Shelter Plus Care participants living in the HOME Consortium.

FY2012/2013 Amount: \$4,334,112 (county-wide)

HCD partners with Oakland Housing Authority on a Single Room Occupancy Rental Assistance (SRO) grant covering 59 units in Oakland (the SRO funds are in the Oakland Housing Authority's budget).

FY2012/2013 SRO Amounts: \$520,380 (county-wide)

HCD administers a Project-Based Rental Assistance (PRA) grant to provide 14 units of permanent supportive housing at Alameda Point (in the City of Alameda). Participants include veterans and survivors of domestic violence who are homeless and have one or more disabilities targeted by Shelter Plus Care.

FY2012/2013 PRA Amount: \$288,876 (City of Alameda)

The Homeless Outreach and Stabilization Team (HOST) Project is a joint effort by HCD and Alameda County's Behavioral Health Care Services to provide 30 Shelter Plus Care rental assistance certificates for chronically homeless individuals with serious mental illness.

FY2012/2013 Amount: \$1,910,100 (north and mid-county)

HOPE Housing is a Tenant-based Rental Assistance program which serves people disabled by serious mental illness, chronic substance abuse and HIV/AIDS who are homeless in mid, southern and eastern Alameda County. This project provides outreach, engagement and permanent supportive housing to 13 chronically homeless people.

FY2012/2013 Amount: \$822,900 (mid, south and east county)

The Forensic Assertive Community Treatment (FACT) Shelter Plus Care TRA program is a joint effort by HCD and Alameda County Behavioral Health Care Services which provides housing and supportive services for at least 13 chronically homeless persons with serious mental illness and a history of criminal justice system involvement enrolled in full-service partnership programs.

FY2012/2013 Amount: \$815,000 (county-wide)

## **STATE**

### **CalHOME**

Provides grants to local public agencies and nonprofit developers to assist individual households through deferred-payment loans. It also provides direct, forgivable loans to assist development projects involving multiple ownership units, including single-family subdivisions.

### **California Housing Finance Agency (CalHFA)**

CalHFA provides a variety of tax-exempt bond financing for the creation and preservation of affordable housing. CalHFA also provides bond financing for qualified first-time homebuyers.

### **Environmental Enhancement and Mitigation Program**

This program provides grants to projects that mitigate environmental impacts resulting from modified or new public transportation facilities. The Resources Agency of the California Transportation Commission selects projects.

### **Low Income Housing Tax Credits (Federal and State)**

Developers can apply to the State for an allocation of tax credits to finance low income rental housing developments. The tax credits are syndicated to raise project equity. Housing developers apply directly to the State of California.

### **Mortgage Revenue Bonds**

Local jurisdictions can apply to the State for authority to issue tax-exempt mortgage revenue bonds for the purpose of funding affordable housing development or to provide low-interest mortgages to qualified first-time homebuyers.

### **Mortgage Credit Certificates**

Local jurisdictions can apply to the State for a single family bond allocation to convert to mortgage credit certificates (MCCs), which provide a tax credit to subsidize the mortgage interest rate for qualified first-time homebuyers. HCD submits an application every year for its maximum allocation of MCCs to serve all of Alameda County except Piedmont.

### **Multi-Family Housing Program**

Local jurisdictions and nonprofit housing developers can competitively apply to the State for the purpose of funding affordable multi-family housing developments.

### **Opportunity Zone Inter-Regional Partnership**

The County has two inter-regional partnership-designated jobs/housing balance opportunity zones: one is a project involving Dublin BART station and one for a project at San Lorenzo Village. The County will apply for and support applications for any funds that these projects are eligible for that will assist in implementation.

### **Public Utilities Commission (PUC) Rule 20A**

Rule 20A provides an annual allocation to Alameda County from PG&E for infrastructure improvements relating to electric utility undergrounding.

### **State Funds for Transportation Financing**

In addition to the program above, there are several transportation financing opportunity programs including Flexible Congestion Relief Program, State and Local Transportation Partnership Program (SLTPP), Traffic System Management Program, Grade Separation Program, Bicycle Lane Account, and Petroleum Violation Escrow Account.

## **LOCAL**

### **Alameda County General Funds**

Used for a variety of community development-related areas to provide facilities and services.

### **Alameda County Redevelopment Tax Increment Funds - Housing Set-Aside**

The Unincorporated County had two Redevelopment Areas. The Ashland/Cherryland Redevelopment Area is in partnership with the City of San Leandro and the Eden Area Redevelopment Area in the Unincorporated County. The tax increment revenues collected have been appropriated to the State of California. It is unclear at this time whether the housing funds will be re-appropriated back to low income housing development.

### **Alameda County Road Funds**

These funds are used to implement various unincorporated Alameda County road projects.

### **General Revenues**

Some jurisdictions utilize general fund revenues to support emergency service providers and shelters.

### **Local Development Fees**

Some jurisdictions have development fees generating funds to support affordable housing.

### **Local Tax Revenues**

May be used for a variety of community development-related areas to provide facilities and services.

## **PRIVATE**

### **Community Reinvestment Act (CRA)**

The Alameda County Housing and Community Development Department encourages local lenders to provide favorable lending terms for projects which involve the provision and/or rehabilitation of affordable rental and ownership housing.

### **Other**

Local foundations, faith communities, service organizations and private individuals contribute their support for a variety of homeless assistance and prevention programs which serve the Urban County.

## **LEVERAGING PLAN**

To maximize leveraging of its own funds and increase the funds available for housing and community development activities, the Urban County plans to undertake the following activities:

- Support applications by organizations or agencies for other public and private sources of financing to leverage Urban County funds.
- Include leveraging as a goal to the maximum extent possible in Urban County funding application review process.
- Support the purchase and rehabilitation and new construction of units by nonprofit housing developers.
- Promote private sector rehabilitation with the Housing Preservation Program.
- Continue participation in the Mortgage Credit Certificate Program operated by the County of Alameda.
- Continue to provide support to nonprofit, community-based housing developers and service providers in obtaining other sources of financing.
- Promote joint development with other governmental or quasi-governmental agencies to implement housing community development programs and combine multiple sources of financing.

## **MATCHING PLAN**

Matching requirements must be satisfied in the following federal housing programs: the HOME Program, McKinney/Vento Supportive Housing Program, Shelter Plus Care Program, and the Emergency Shelter Grant Program. A variety of non-federal sources may be used for the HOME match requirements, which requires that \$0.25 be “permanently contributed” to the HOME Program or to HOME-assisted projects for every HOME dollar spent. This requirement applies to the program as a whole, not to individual projects. The liability for matching funds occurs when the HOME Consortium actually draws down HOME funds from HUD. Sources of HOME match include cash or cash equivalents from a non-federal source, value of waived taxes or fees, value of donated land or real property, a portion of housing bond proceeds, and the cost of infrastructure improvements, among others.

The Supportive Housing Program (SHP) requires a dollar for dollar match for its acquisition, new construction and rehabilitation component which may come from non-federal sources, as well as from the HOME and CDBG Programs. SHP also requires a match of 20% for supportive services funding and 25% for operating funding. Shelter Plus Care Program funds used for rental assistance must be matched on a dollar-for-dollar basis with local services (a “soft” match). HCD works with over 50 agencies that provide the service component of the Shelter Plus Care Program.

The Emergency Solutions Grant Program (ESG) requires a dollar-for-dollar match with locally generated amounts. The local amounts may come from HCD, other federal, state and local grants

and from in-kind contributions such as the value of a donated building, supplies and equipment, new staff services, and volunteer time.

The Urban County will evaluate match requirements for each program requiring match and determine potential match sources. Some match sources may come from local redevelopment funds, local affordable housing trust funds, housing bond proceeds, the value of waived local fees or permits, foregone property tax revenue, local road funds, private donations, services funded by service providers, the State, County, or foundations, other local agency funds, and publicly owned land.



INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Alameda, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
461 Haight Ave.	461 Haight Ave.	94501	841-4410	RCD	NP	HOME	2	2	0	2	0	2	0	0	1	0	1	2052	50% Md
1416 Sherman St.	1416 Sherman St.	94501	747-4300	FACSA	NP	HOME*	9	7	0	0	9	0	0	0	9	0	0	2052	50%;60% Md
745 Lincoln Ave.	745 Lincoln Ave.	94501	747-4300	FACSA	NP	HOME*	4	4	0	1	4	0	0	1	2	1	0	2011	50%;80% Md
Alameda Avenue Unit	1600 block Alameda Ave.	94501	N/A	Private	PRV	Local Program	1	1	0	0	0	0	0	5	0	0	0	2011	50% Md
Alameda Point Housing	Alameda Point	94501	898-7800	Dignity Hsg West	NP	HOME	30	30	0	0	4	0	0	1	3	0	0	2055	50% Md
Anne B. Diamant Plaza	920 Park St.	94501	747-4300	Alameda City H.A.	LG	*	65	65	1	0	1	0	0	0	1	0	0	2054	80% Md
Bessie Coleman	Alameda Point	94501	898-7800	BCC Inc.	NP	HOME	53	53	0	0	0	0	44	20	1	0	0	NA	See Vouchers
Breakers at Bayport Apartments	2391 Fifth St.	94501	769-1496	The Breakers at Bayport LP	NP	LIHTC/HOME	52	52	0	4	8	0	0	0	6	2	0	NA	See Vouchers
China Clipper Plaza	460 Buena Vista	94501	747-4300	Alameda City H.A.	LG	HOME*	26	11	0	1	0	0	0	7	0	0	0	2055	50% Md
Dignity Commons	Alameda Point	94501	287-8465	Operation Dignity	NP	HOME	28	28	0	0	42	0	0	6	21	15	0	NA	See Vouchers
Eagle Village	700 blk Eagle/Buena Vista	94501	747-4300	Alameda City H.A.	LG	*	42	42	0	3	120	0	0	12	30	47	31	NA	50% Md
Esperanza	100/200 blk Brush/Maple	94501	747-4300	Alameda City H.A.	LG	Public Hsg.	120	120	0	7	0	0	0	159	26	0	0	2023	50%;80% Md
Independence Plaza	703-711 Atlantic Ave.	94501	747-4300	Alameda City H.A.	LG	Bond	186	128	186	9	46	0	0	28	17	0	1	NA	See Vouchers
Lincoln Willow	2103 Lincoln Ave.	94501	747-4300	Alameda City H.A.	LG	HOME	5	5	5	0	50	0	0	0	10	20	20	NA	See Vouchers
Miramar/Mariposa	Alameda Point	94501	898-7800	APC	NP	HOME	32	32	0	0	40	0	0	0	22	18	0	NA	50% Md
Parrot Gardens	1800 blk St. Charles/Bay	94501	747-4300	Alameda City H.A.	LG	*	8	8	0	0	26	0	3	14	8	1	0	NA	50%;60% Md
Parrot Village	1800 blk Wood/Chapin/St Charles	94501	747-4300	Alameda City H.A.	LG	*	50	50	0	5	12	0	0	0	3	4	5	2058	60% Md
Playa del Alameda	148 Crolls Gardens Ct.	94501	521-6919	AF Evans	PRV	LIHTC	40	40	0	0	32	0	0	0	13	10	8	2058	60% Md
Rosefield Village	700 blk Eagle/Buena Vista	94501	747-4300	Alameda City H.A.	LG	*	46	46	0	3	23	0	0	0	11	10	2	2058	60% Md
Senior Condos	City Wide	94501	747-4300	Alameda City H.A.	LG	HOME*	7	7	7	0	22	0	0	0	6	14	2	2058	60% Md
Spirit of Hope I	Alameda Point	94501	898-7800	APC	NP	HOME/HOPWA	23	23	0	0	23	29	0	0	14	0	0	2059	60% Md
Spirit of Hope II	Alameda Point	94501	898-7800	APC	NP	HOME	22	22	0	0	30	0	0	0	6	24	0	2059	60% Md
Stanford House	1917 Stanford St.	94501	747-4300	Alameda City H.A.	LG	Local Funds*	4	4											
Unity Village	Alameda Point	94501	898-7800	UIN	NP	HOME	12	12	0	0	0	0	0	0	34	18	0	2065	35% SMI, 50%, 60%
<b>Subtotal:</b>							<b>867</b>	<b>792</b>	<b>263</b>	<b>35</b>	<b>492</b>	<b>31</b>	<b>47</b>	<b>253</b>	<b>244</b>	<b>184</b>	<b>70</b>		
Vouchers		94501	747-4300	Alameda City H.A.	<b>Voucher Total</b>		<b>1675</b>	<b>1675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	NA	30%;50% Md
<b>City Subtotal:</b>							<b>2542</b>	<b>2467</b>	<b>263</b>	<b>35</b>	<b>492</b>	<b>31</b>	<b>47</b>	<b>253</b>	<b>244</b>	<b>184</b>	<b>70</b>		

\* Some units are occupied by Section 8 Voucher holders and are included in Alameda City H.A.'s allocation of 1675 units.

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
 IN ALAMEDA COUNTY BY CITY  
 SEPTEMBER 2007

City of: Albany, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Creekside Apts.	1155 San Pablo Ave.	94706	841-4410	RCD	NP	LIHTC/HOME/CDBG	16	16	0	2	14	0	0	6	2	8	0	2057	50% Md
						<b>Subtotal:</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>0</b>		
Cert. & Vouchers		94706	538-8876	Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>40</b>	<b>40</b>	<b>9</b>	<b>10</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>21</b>	<b>3</b>	<b>0</b>	NA	50% Md
						<b>City Subtotal:</b>	<b>56</b>	<b>56</b>	<b>9</b>	<b>12</b>	<b>31</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>23</b>	<b>11</b>	<b>0</b>		



INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level	
Low Income Pub. Hsg.	Multiple Address	94703	644-6157	Berkeley H.A.	LG	Public Hsg.	61	61	0	32	29	0	0	0	0	0	33	28	NA	50% Md
Mabel Howard Apartments	1499 Alcatraz Ave.	94702	658-7492	RCD/John Stewart Co.		HTF	40	39	40	40	0	0	17	23	0	0	0			
Margaret Breland Senior	2577 San pablo Ave.	94702	540-8111	RCD/Jubilee Restoration		HTF	28	27	28	0										
McKinley House	2111 McKinley Ave.	94703	649-1930	B.O.S.S.		HTF	6	6	0	0	6	0	0	6	0	0	0			
Martin L. King House	2942-44 MLK Jr. Way	94703	841-4410	RCD	NP	Local/FEMA	12	11	0	0	0	11	0	0	0	0	0	NA	50% Md	
New Bridge	1820 Scenic Ave.	94709	548-7270			S+C	12	0	12	0	12	0	0	0	0	0	0	NA		
North County Women's Center	2140 Dwight Way	94704	649-4965 x308				4	4	0	4	0	0	4	0	0	0	0	NA	30% Md	
Ocean View Garden Apts	1721 5th St.	94710		Ocean View Gardens LLC		HUD	62	62	0	0	62	0	0	18	32	12	0			
Oregon Park Apartments	1425 Oregon St.	94702	848-8554	Jack Sawyer		540/Sec. 8	60	60	60	0	0	0	0	60	0	0	0			
Over 60 Health Clinic	3250 Sacramento St.	94702	841-4410	Over 60 Clinic	NP	HOME/City/202	40	40	40	0	0	0	17	23	0	0	0	NA	40% Md	
Peter Babcock house	2350 Woolsey St.	94705	845-5461				5	5	0	5	0	0	5	0	0	0	0	NA	30% Md	
Pioneer Apartments	2161 Allston	94709		Stratus RE, Inc. - SPI CA		Inclus	60	12	0	0	0	0	0	6	2	4	0			
Prince Hall Senior Hsg	3132-38 M L King Jr. Way	94703					37	37	0	0	0	37	0	0	0	0	0			
Regent House	2511 Regent St.	94705	549-2906	RCD		HTF	6	6	0	6	0	6	0	0	0	0	0	2051	30% Md	
Rental Hsg. Const.Pgm.	Multiple Address		644-6157	Berkeley H.A.	LG	RHCP	14	14	0	0	14	0	0	0	0	0	0	NA	30% Md	
Redwood Gardens	2951 Derby Street	94705	549-2210	Coop Services		HUD	169	169	134	17	0	0	42	109	18	0	0			
Renaissance Apts	1627 University Ave.	94703		Renaissance Apts, Inc.		Inclus	34	6	0	0	6	0	0	3	3	0	0			
Rosevine	1431-33 Oxford Street	94709	549-2906	RCD		HTF	10	10	0	10	0	10	0	0	0	0	0			
Rosewood Manor	1615 Russell St.	94703	415/391-4321	So Berk Nbrhd Dev Corp		HUD	36	36	0	0	36	0	0	8	22	27	0			
Rumford Plaza	3000+Sacramento & Stanton	94702		Rumford Plaza Assoc.		HTF/LIHTC	43	19	4	19	0	0	3	7	9	0				
Sacramento Senior Homes	2517 Sacramento St.	94703	649-8500	AHA		HTTF	40	39	40	0										
Sankofa House	711 Harrison Street	94710	649-1930	B.O.S.S.		HTF	4	4	0	0	0	0	0	2	2	0	0			
Savo Island Cooperative	2017 Stuart St.	94705		Savo Island Coop		HUD	57	57	58	0	47	0	0	8	22	27	0			
Shattuck Lofts	1849 Shattuck Avenue	94709				HTF	24	10	0	3	0	0	10	0	0	0	0			
Shattuck Snr. Homes	2425 Shattuck Ave.	94704	649-8500	Affrdbl Hsg. Assoc	NP	HTC/LIHTC	27	27	27	3	0	0	13	14	0	0	0	2051	39% Md	
Sixth & Allston	2203 6th St.	94710	649-8500	Affrdbl Hsg. Assoc	NP	HOME	10	6	0	8	10	6	2	7	3	0	0	2048	50% Md	
Strawberry Creek Lodge	1320 Addison St.	94702	841-8330	Strawberry Creek Fdn	NP	HUD	150	150	54	0	0	0	120	30	0	0	0			
Stuart Pratt Manor	2020 Durant	94704	704-9886	Satellite Housing, Inc		HUD	44	44	44	0	0	0	28	16	0	0	0			
Tannery	714-26 Gilman Street	94710					17	3												
Telegraph Bay	2616-20 Telegraph Ave.	94705		James J & Barbara Kelly		Inclus	20	4					2	1	1					
The Berkeleyan	1910 Oxford Street	94704	881-1000	Panoramic Interests			56	14	0	14	14	0	0	7	7	0	0			
The Gaia Building	2116 Allston Way	94704	881-1000	Panoramic Interest-Gaia		Inclus	91	18	0	0	0	0	9	9	0	0	0			
Touriel Building	2006 University	94704	881-1000	Panoramic Interest-Touriel		Inclus	35	7	0	0	0	0	4	3	0	0	0			
U.A. Homes	1040 University Avenue	94710	649-6635	RCD	NP	Statebond/Sec.8	75	75	0	0	0	74	0	0	0	0	0	2033	30% Md	
University Ave. Co	1471 Addison	94702		University Partnership		CHFA	47	47		47	0	0	15	23	9	0	0	NA	NA	
University Neighborhood Apts	1719-1725 University Ave.	94703	649-8500	AHA		HTF/LIHTC	27	26		27	0	0	4	15	8	0	0			
University Avenue Senior Housing	1535 University Ave.	94704					80	79												
University Lofts	1801 University Avenue	94703				HTF	28	7	0	2	0	0	7	0	0	0	0			
Wme B. Rumford Plaza	3000-48 Sacramento St.	94702	415/391-4321	S. Berkeley Neigh.	PRV	CDBG/RHCP/local	43	19	0	5	19	0	0	4	7	8	0	NA	50% Md	
Youth House	3404 King Street	94703	482-2244 x275	Fred Finch Youth Center		HTF	12	12	0	0	0	12	0	0	0	0	0			
<b>Page Subtotal:</b>							<b>2803</b>	<b>2032</b>	<b>738</b>	<b>272</b>	<b>576</b>	<b>270</b>	<b>376</b>	<b>690</b>	<b>295</b>	<b>203</b>	<b>119</b>			
Cert. & Vouchers			644-6157	Berkeley H.A.	LG	<b>Voucher Total</b>	<b>3464</b>	<b>3464</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>661</b>	<b>682</b>	<b>243</b>	<b>36</b>	<b>1735</b>	NA	50% Md	
<b>City Subtotal:</b>							<b>6267</b>	<b>5496</b>	<b>738</b>	<b>272</b>	<b>576</b>	<b>377</b>	<b>1037</b>	<b>1372</b>	<b>538</b>	<b>239</b>	<b>1854</b>			

\* Northern California Land Trust keeps these ownership units affordable through a 99-year land lease.

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Dublin, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Arroyo Vista	6700 Dougherty Rd.	94568	925-828-3132	Alameda Co. H.A.	LG	Public Hsg.	150	76	74	18	150	0	0	16	78	32	24	2003	80% Md
Camellia Place	5450 DeMarcus	94568	925-829-4900	EAH Housing	PRV	LIHTEB/LIHTEC/MHP	112	112	0	6	0	0	0	182	140	0	0		50/60/120
Cedar & Pine Groves	4161 Keegan Dr.	94588	925-560-0965	Charter Properties	PRV	Bonds/LIHTEB	322	292	322	0	0	0	0	24	53	35	0		20/35/55/60
Iron Horse	6233 Dougherty Rd.	94568	925-803-0411	Sares-Regis Group	PRV		177	2	0	0	0	0	0	89	76	12	0		120%
Oak Groves	4161 Keegan Street	94568	925-829-2916	Charter Properties	PRV	Bonds/LIHTEB/LIHTEC	304	153	0	0	0	0	0	128	120	56	0		50/80/120
Park Sierra	6450 Dougherty Rd.	94568	949-598-5690	Shae Properties	PRV	Bonds	283	57	0	0	36	0	0	7	29	0	0	2001	80% Md
The Springs	7100 San Ramon Rd.	94568	925-829-9352	Henry Koo	PRV	221d4/Sec8.	176	36	0	3	57	0	0	20	37	0	0	2054	50% Md
Wicklow Square	6700 Amador Valley Blvd	94568	925-556-9424	Eden Housing Mgmt Inc.	PRV	LIHTEB/LIHTEC	54	54	54	54	0	0	0	54	0	0	0		50%
<b>Subtotal:</b>							<b>1578</b>	<b>782</b>	<b>450</b>	<b>81</b>	<b>243</b>	<b>0</b>	<b>0</b>	<b>520</b>	<b>533</b>	<b>135</b>	<b>24</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.		<b>Voucher Total</b>	<b>109</b>	<b>109</b>	<b>28</b>	<b>30</b>	<b>49</b>	<b>0</b>	<b>1</b>	<b>29</b>	<b>32</b>	<b>26</b>	<b>21</b>	NA	50% Md
<b>City Subtotal:</b>							<b>1687</b>	<b>891</b>	<b>478</b>	<b>111</b>	<b>292</b>	<b>0</b>	<b>1</b>	<b>549</b>	<b>565</b>	<b>161</b>	<b>45</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Emeryville, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
1401 Park	1401 Park Ave.	94608		Prometheus	PRV	Incl.	54	11	0	0	0	0	0	20	28	6	0	2062	120% Md
Archstone Emeryville	6401 Shellmound St.	94608	415/989-1111	Archstone-Smith	PRV	RDA Bonds	260	104	0	0	104	0	23	33	28	20	0	2024	50%;80% Md
Avalon Senior Apartments	3850 San Pablo Ave.	94608	923-0211	EBALDC	NP	HOME/Local	66	66	66	0	0	0	10	50	6	0	0	2058	32%;37%;42%
Avenue 64	6335 Christie Ave	94608	NA	BRE Properties	PRV	Inclusionary	224	23	0	0	0	0	2	12	8	1	0	2062	80%;120% Md
Bakery Lofts	4600 Adeline St	94608	653-2385	Madison Park Corporation	PRV	Incl.	57	8	0	0	0	0	0	4	4	0	0	2025	120% Md
Bay Bridge Apartments	1034 36th St.	94608	841-4410	RCD	NP	RDA/HOPWA/811	6	6	0	6	0	0	6	0	0	0	0	2035	30% Md
Bridgecourt Apartments	1325 40th St.	94608	654-9540	Catellus/EAH	PRV	Bonds/RDA	220	88	0	0	88	0	0	55	33	0	0	2053	50%/80% Md
Emery Glen	6200 Doyle Dr.	94608	538-8876	Alameda Co. H.A.	LG	Public Hsg.	36	36	0	0	36	0	0	0	26	10	0	NA	50% Md
Emery Villa	4320 San Pablo Ave.	94608	415/989-1111	BRIDGE Housing	NP	Sec.202/Local	49	49	49	0	0	0	13	36	0	0	0	2047	30% Md
Metropolitan Apts at Bay Street	5648 & 5682 Bay St.	94607	652-6400	McFarlane Partners	PRV	Bonds/RDA	284	57	0	0	0	0	0	23	34	0	0	2062	50% Md
Moderate Rehab	9 Scattered Sites	94608	538-8876	Mltpl Owners/HA	PRV	Sec.8	29	29	1	0	28	0	0	10	10	7	1	various	50% Md
Ocean Avenue Court	1265-1269 Ocean Ave.	94608	538-8876	Alameda Co. H.A.	LG	RDA/HOME/CDBG	6	6	0	2	6	0	0	2	4	0	0	2026	50% Md
Rental Rehab	7 Scattered Sites	94608	596-4350	Multiple Owners	PRV	RDA/CDBG	28	28	0	6	10	0	0	0	0	0	0	various	70% Md
The Courtyards @ 65th	1465 65th St.	94608	653-7800	STRS OHIO CA REIT, LLC	PRV	Incl.	331	63	0	3	0	0	0	33	27	3	0	2060	25%, 120% Md
Triangle Court	1063 - 45th Street	94608	841-4410	RCD	NP	HOME/Bonds/Sec.8	20	20	0	2	18	0	0	2	14	4	0	2051	50%;80% Md
<b>Subtotal:</b>							<b>1670</b>	<b>594</b>	<b>116</b>	<b>19</b>	<b>290</b>	<b>0</b>	<b>54</b>	<b>278</b>	<b>220</b>	<b>55</b>	<b>1</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.		<b>Voucher Total</b>	<b>103</b>	<b>103</b>	<b>27</b>	<b>32</b>	<b>35</b>	<b>0</b>	<b>1</b>	<b>32</b>	<b>50</b>	<b>20</b>	<b>0</b>	NA	50% Md
<b>City Subtotal:</b>							<b>1773</b>	<b>697</b>	<b>143</b>	<b>51</b>	<b>325</b>	<b>0</b>	<b>55</b>	<b>310</b>	<b>270</b>	<b>75</b>	<b>1</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Fremont, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR					# OF					Conversion Date	Income Level
								Units	ELDR	DIS	FAM	SRO	STU.	1-BD	2-BD	3BD	4+ BD		
Amber Court	34050 Westchester Terr.	94555	794-9981	Lexington Mgt.	PRV	City Bond	170	34	0	0	34	0	0	12	22	0	0	2010	30%;80%;100%
Avelina Apartments	221 Bryant Common	94539	353-1510	Mid Peninsula Hsg.	NP	CDBG/RDA/HUD	40	40	40	0	0	0	0	40	0	0	0	2097	30%-50% Md
Baywood Apartments	4215 Bay St.	94538	794-9981	Eden Housing	NP	CDBG/City	81	66	0	5	66	0	0	0	36	30	0	2089	30%;50% Md
Bridgeway Apts.	4165 Bay St.	94538	226-7155	Tri-City Homeless	NP	HOME/CDBG	8	8	0	0	8	0	0	4	4	0	0	2097	30%-50% Md
Bridgeway East	4165 Bay St.	94538	226-7155	Tri-City Homeless	NP	CDBG/RDA/HOME	18	18	0	0	18	0	0	18	0	0	0	2059	30%-50% Md
Century Village Apts.	41299 Paseo Padre Pkwy	94539	415/299-8050	Mid Peninsula Hsg.	NP	HOME/CHFA/Redev	100	75	0	0	75	0	0	16	59	0	0	2094	50%;60% Md
Durham Greens	43555 Grimmer Blvd.	94538	659-9100	Morris & Associates	PRV	City Bond	316	64	0	4	64	0	0	32	32	0	0	2010	80% Md
Fremont Oaks Garden	2681 Driscoll Rd.	94539	490-4013	Satellite Housing, Inc.	NP	CDBG/HOME/RDA/Tax Credit	50	50	50	0	0	0	0	50	0	0	0	2055	30%-60%
Fremont Vista	34490 Mission Blvd.	94539	796-4200	Fremont Vista Retirement Home Inc.	PRV	RDA	100	20	0	0	0	0	0	20	0	0	0	2058	50%-70%
Glen Haven Apts.	4262 Central Ave.	94536	793-4336	KDF	PRV	RDA/Tax Credit	81	57	0	0	57	0	0	13	38	6	0	2057	30%-60%
Glenview Apts.	4400 Central Ave.	94536	793-4336	KDF	PRV	RDA/Tax Credit	71	39	0	0	0	0	39	0	0	0	0	2060	30%-60%
Good Shepherd Resid.	1335 Mowry Ave.	94536	505-1244	Good Shepherd	NP	202/Sec.8	32	32	32	2	0	12	0	20	0	0	0	2008	50% Md
Heritage Village	3873 Heritage Terrace	94536	790-0711	Woodmont Mgt.	PRV	City Bond	192	39	0	3	39	0	0	10	25	4	0	2007	50% Md
Irrington Terrace	4109 Broadmoor Common	94537	286-7949	Bridge housing	NP	RDA/HOME/CDBG	100	99	0	7	100	0	0	52	30	28	0	2104	30%-50%
Lincoln Oaks	40852 Lincoln St.	94537	828-8259	HCEB	NP	RDA/HOME/CDBG/Tax Credit	11	11	0	0	0	0	0	11	0	0	0	2060	50%
Maple Square Apartment Homes	4163 Baine Ave.	94536	713-8555	Affirmed hsg.	NP	RDA/Tax Credit	132	132	0	0	0	0	0	25	75	32	0	2102	20-60%
Mission Wells	39115 Guardino Ave.	94539	794-7718	Evans Housing	PRV	City Bond	393	40	0	9	40	0	0	40	23	0	0	2007	80% Md
Oroysom Village	159 Washington	94539	770-8551	Mid Peninsula Hsg.	NP	RDA/Tax Credit	60	60	0	0	0	0	0	0	28	32	0	2097	NA
Pacific Grove	41247-41255 Roberts Ave.	94538	668-1159	Eden Housing	NP	HOME/811/RDA	20	19	0	20	20	0	0	15	5	0	0	2057	SSI/30% Md
Park Vista	1301 Stevenson Blvd.	94536	713-1808	AF Evans	PRV	RDA/Tax Credit	60	60	0	0	16	0	0	4	12	0	0	2006	80% Md
Parkside Place	2997 Milton Terrace	94555	794-6306	Cappa	PRV	City Bond	16	16	0	0	60	0	0	18	24	18	0	2095	30%-60% Md
Pasa Tiempo	39548 Fremont Blvd.	94538	657-4244		PRV	221d4/Sec.8	94	59	94	9	59	0	0	59	0	0	0	2012	30%-50%
Pickering Place	20 West Pickering Ave.	94536	415/299-8050	Mid Peninsula Hsg.	NP	RDA/Tax Credit	42	42	0	0	42	0	0	7	16	17	2	2094	50% Md
Rancho Luna	3939 Monroe Ave.	94536	794-8393	Thomas Tomanek	PRV	221d4/Sec.8	128	26	28	3	0	0	0	26	0	0	0	2010	50% Md
Rancho Sol	3599 Pennsylvania Ave.	94536	794-8480	Thomas Tomanek	PRV	221d4/Sec.8	60	12	12	0	0	0	0	12	0	0	0	2010	50% Md
Redwood Lodge	40767 Fremont Blvd.	94538	657-6231	Eden Housing	NP	202/Sec.8	24	24	24	24	0	0	0	20	4	0	0	2087	50% Md
Regency Square	4719 Central Ave.	94536	794-1900	JKL Corporation	PRV	City Bond	132	27	0	0	27	0	0	12	12	3	0	2008	50% Md
Sequoia Manor	40789 Fremont Blvd.	94538	770-1378	Eden Housing	LP	202/Sec.8	80	80	80	5	0	0	20	60	0	0	0	2087	50% Md
Sundale Arms	39150 Sundale Dr.	94538	651-0722	FPI Management	PRV	236	132	132	0	0	132	0	0	40	72	20	0	NA	50% Md
Treetops Apt.	40001 Fremont Blvd.	94538		Essex Prprty Trust	PRV	RDA	172	35	0	0	35	0	0	19	16	0	0	2011	50% Md
Victoria Gardens	4243 Laurel Street	94538	651-5320	Park Place		HOPE/Sec. 8	76	76	76	0	0	0	0	76	0	0	0		
Woodcreek	40914 Ingersoll Terr.	94538	651-5454	DKD Properties	PRV	City Bond	96	60	0	3	60	0	0	24	24	12	0	2007	80% Md
<b>Subtotal:</b>							<b>3087</b>	<b>1552</b>	<b>436</b>	<b>94</b>	<b>952</b>	<b>12</b>	<b>59</b>	<b>755</b>	<b>557</b>	<b>202</b>	<b>2</b>		
Cert. & Vouchers		538-8876		Alameda Co. H.A.	<b>Voucher Total</b>		<b>1492</b>	<b>1492</b>	<b>373</b>	<b>329</b>	<b>733</b>	<b>0</b>	<b>3</b>	<b>329</b>	<b>445</b>	<b>463</b>	<b>252</b>	NA	50% Md
<b>City Subtotal:</b>							<b>4579</b>	<b>3044</b>	<b>809</b>	<b>423</b>	<b>1685</b>	<b>12</b>	<b>62</b>	<b>1084</b>	<b>1002</b>	<b>665</b>	<b>254</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Hayward, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
742 Harris Court	742 Harris Court	94544	887-1543	Eden Housing	NP	HOME	4	4	0	0	4	0	0	0	2	2	0	2054	60% Md
E.C. Magnolia Court	22880 Watkins St.	94541	886-7331	E.C.Magnolia Crt	LP	CDBG/202	21	21	0	21	0	0	0	13	8	0	0	2038	30% Md
Cypress Glen	25100 Cypress Ave.	94544	887-4406	Eden Housing	LP	Bond/RHCP/LIHC	54	54	0	4	54	0	0	0	0	0	0	NA	50%;80% Md
Eden Issei Terrace	200 Fagundes Court	94544	785-2296	Eden Housing	LP	202/Sec.8/CDBG	100	100	100	0	0	0	25	74	1	0	0	2005	30% Md
Glen Berry Apts	625 Berry Ave.	94544	247-3199	Berry Ave. Assoc.	LP	CDBG/RHCP/Taxcrd	50	50	0	3	50	0	0	18	29	3	0	2048	50%;60% Md
Glen Eden Apts	561 A St.	94541	733-6285	Glen Eden Assoc.	LP	CDBG/RHCP/Taxcrd	36	36	0	3	36	0	0	14	4	18	0	2047	50%;60% Md
Harris Ct.	734-751 Harris Ct.	94544	887-1543	Eden Housing	NP	HOME	20	20	0	0	20	0	0	4	6	10	0	2054	40% Md
Hayward Villa	27400 Tampa Ave.	94544	887-2332	Shapell Gov. Hsg.	PRV	221d4/Sec.8	78	2	76	8	0	0	0	77	1	0	0	NA	30% Md
Huntwood Commons	27901 Hayward Ave.	94544	887-1543	Eden Housing	LP	HODAG/CDBG/LIHC	40	40	0	8	40	0	0	12	20	8	0	NA	50%;80% Md
Huntwood Terrace	29200 Huntwood Ave.	94544	786-9375	DKD Prprty Mgmt.	PRV	MR Bonds	104	16	0	2	24	0	0	4	14	8	0	2002	80% Md
Josephine Lum Lodge	2747 Oliver Dr.	94545	782-2311	Eden Housing	NP	236/Sec.8	150	150	150	0	0	0	90	50	10	0	0	NA	50% Md
Las Casitas	26409 Gading Rd.	94544	783-1121	Citizens Housing/J. Stewart	NP	236/City reab/Tax credits	61	61	0	0	60	0	0	0	19	33	8	2015	80%;120% Md
Lord Tennyson Apts.	2191 West Tennyson Rd.	94544	785-1101	Lord Tennyson, Inc.	PRV	221d3	252	252	0	0	252	0	0	0	196	48	8	2008	95% Md
Mayten Manor	24000 Second St.	94541	581-8737	K.Wayne Rice	PRV	LIHC	45	30	40	0	0	0	0	29	1	0	0	2009	60% Md
Montgomery Plaza	21659 Montgomery St.	94541	538-6016	Montgomery Plaza	PRV	221d4/Sec.8	50	50	50	4	0	0	0	50	0	0	0	NA	30% Md
Olive Tree Plaza	671 W. A St.	94541	784-0866	Eden Housing	NP	202/Sec.8/CDBG	26	26	0	25	26	0	0	20	6	0	0	2006	30% Md
Park Manor Apts	24200 Silva Ave.	94544				Tax credits/Bond	81	80	0	0	0	0	0	1	80	0	0	NA	
Park Terrace/Sunset Vlg	260 Sunset Blvd.	94541		Alameda Hsg Auth.	LG		43	43	0	0	0	0	0	0	0	0	0	NA	50% Md
Sara Conner Court	32540 Pulaski Dr.	94544	487-1680	Eden Housing	NP	HOME/CDBG/RDA/Tax Credits	57	57	0	0	56	0	0	6	29	22	0	2061	30%;50%;80%
Southland/Southgate	22328-22330 S. Garden Ave.	94541	582-1450	Eden Housing	NP	CHFA/RHCP/CDBG	66	66	0	0	66	0	0	1	62	3	0	2043	50%;60% Md
Summerwood Apts.	21701 Foothill Blvd.	94541	886-4255	Lincoln Property	PRV	GNMA/CDBG/221d4	162	32	0	2	32	0	0	6	22	4	0	2003	NA
Sycamore Square	22650 Alice Street	94544	887-4406	Eden Housing	NP	221d4/Sec.8	26	26	0	2	26	0	0	0	2	24	0	2004	50% Md
The Timbers	25200 Santa Clara St.	94544	732-9445	Freidkin/Becker			132	27	0	0	27	0	9	18	0	0	0	2013	50% Md
Tennyson Garden Apt.	981 West Tennyson	94544	887-1323	Mayflower II	PRV	221d3/BMIR	96	96	0	0	96	0	0	23	49	24	0	NA	95% Md
Villa Springs Apts	22328-22330 S. Garden Ave.	94541	783-8970	Eden Housing	NP	CHRP	66	50	0	0	50	0	0	1	46	3	0	2043	50%;80% Md
Waterford Apts.	25800 Industrial Blvd.	94545	887-8185	Avalon	PRV	MR Bonds	544	109	0	6	109	0	0	42	67	0	0	2000	80% Md
<b>Subtotal:</b>							<b>2364</b>	<b>1498</b>	<b>416</b>	<b>88</b>	<b>1028</b>	<b>0</b>	<b>124</b>	<b>445</b>	<b>663</b>	<b>236</b>	<b>19</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.		<b>Voucher Total</b>	<b>2202</b>	<b>2202</b>	<b>312</b>	<b>511</b>	<b>1228</b>	<b>0</b>	<b>8</b>	<b>374</b>	<b>1082</b>	<b>606</b>	<b>132</b>	NA	50% Md
<b>City Subtotal:</b>							<b>4566</b>	<b>3700</b>	<b>728</b>	<b>599</b>	<b>2256</b>	<b>0</b>	<b>132</b>	<b>819</b>	<b>1745</b>	<b>842</b>	<b>151</b>		



INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Livermore, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Arbor Vista	1300 South Livermore Ave.	94550	925/454-9605	Arbor Vista, Inc.	PRV	Local/202	78	78	78	0	0	0	0	80	0	0	0	2038	30% Md
Arroyo Commons	1140 Mocho Ave.	94550	925/423-2907	AID Employment	NP	811/HOME/Local	12	12	0	12	12	0	0	12	0	0	0	2055	50% Md
Bluebell Transitional	1039 Bluebell Drive	94550	925/447-3600	Livermore H.A.	NP	HOME/ARC/Local	10	7	0	0	7	0	0	7	0	0	0	NA	80% Md
Carmen Ave Apts	2891 Carmen Ave.	94550	510/649-8500	Allied/AHA	NP	LIHTC	30	30	0	10	0	0	2	5	16	7	0	NA	30%Md
Chestnut St Triplexes	2260-2280 Chestnut	94551	925/447-3600	Livermore H.A.	NP	Local	6	6	0	0	6	0	0	0	6	0	0	NA	30%, 60% Md
Corte Cava	1815 Corte Cava	94550	925/846-7538	HOUSE, Inc.	NP	HOME/ARC/Local	2	2	0	1	1	0	0	0	0	1	0	2057	50% Md
Diablo Vista Apt.	1550 Springtown Blvd.	94550	925/443-5062	Adams & Graves	PRV	Bonds	135	34	0	2	34	0	0	0	0	0	0	2010	80% Md
Gardella St Apts	2068 Gardella Plaza	94551		Wilcox ValleyCare	PRV	Local, LIHTC,	3	1	0	0	0	0	0	0	1	0	0	2060	80% Md
Heritage Estates Assisted Living Apts	900 E. Stanley Blvd	94550	925/373/3636	LeisureCare	PRV	Bonds	250	103	103	0	0	0	0	103	0	0	0	2059	50%,60% Md
Heritage Estates				ValleyCare		Local, LIHTC,													
Independent Senior Apts.	800 E Stanley Blvd	94550	925/371-2300	LeisureCare	PRV	Bonds	130	55	55		0	0	0	55	0	0	0	2062	50%,60% Md
Heritage Park	1089 Bluebell Dr.	94550	925/449-4344	Calmark	PRV	Bonds	167	67	67	2	0	0	0	67	0	0	0	2006	80% Md
Hillcrest Gardens	550 Hillcrest Ave.	94550	925/449-1111	Interfaith Hsg.	NP	236/202/Sec.8	54	54	54	0	0	0	28	26	0	0	0	NA	30% Md
Kennedy House	Kennedy	94551		BACS	NP	Local	6	6	0	6	0	0	0	6	0	0	0	NA	50% Md
Las Posadas	353 No I Street	94551	510/	Allied Hsg	NP	Local	9	9	0	0	9	0	0	0	0	9	0	NA	60% Md
Leahy Square	3203 Leahy Way	94550	925/447-3600	Livermore H.A.	LG	Public Hsg.	125	120	0	5	125	0	0	12	48	45	20	NA	NA
Lily House	4355 Colgate	94550		HOUSE, Inc.	NP	Local	6	6	0	6	0	0	0	6	0	0	0	NA	50% Md
Maralisa Meadows	6175 Water Lily Commons	94550					50	28	0	4	0	0	0	26	4	0	0	2028	50%;80% Md
Oak Street Apts	2160/2174 OakSt	94551		Hatsushi Assoc	PRV	Density Bns	8	2	0	0	0	0	0	0	2	0	0	2056	50% Md
Outrigger Apartments	1020 Dolores Drive	94550			PRV		42	28	0	0	0	0	2	18	8	0	0	2035	30%;50%;80%
Owl's Landing	Herman Ave.	94550		Eden Housing	NP	Local	72	72	0	0	72	0	0	0	0	0	0	2060	50%;60% Md
Portola Meadows	1160 Portola Meadows Rd.	94550	925/449-6167	Davidon	PRV	Bonds	176	36	0	0	36	0	18	18	0	0	0	2008	50% Md
Stoney Creek Apts.	5896 East Ave.	94550	925/447-6962	Eden Housing	NP	RHCP	70	70	0	4	70	0	0	0	35	35	0	2042	50%;60% Md
The Arbors	3550 Pacific Ave.	94550	925/449-9114	Adams & Graves	PRV	Bonds	162	41	0	2	41	0	0	20	21	0	0	2011	80% Md
Vandenburgh Villa	3300-3340 Gardella Plaza	94550	925/454-0580	Eden Housing	NP		40	40	40	0	0	0	0	40	0	0	0		30% Md
Vineyard Village	3700 Pacific Ave.	94550	925/443-9270	Interfaith Hsg.	NP	202/Sec.8	75	75	75	0	0	0	0	73	0	0	0	2002	30% Md
<b>Subtotal:</b>							<b>1718</b>	<b>982</b>	<b>472</b>	<b>54</b>	<b>413</b>	<b>0</b>	<b>50</b>	<b>574</b>	<b>141</b>	<b>97</b>	<b>20</b>		
Cert. & Vouchers			447-3600	Livermore H.A.	LG	<b>Voucher Total</b>	<b>719</b>	<b>719</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>253</b>	<b>169</b>	<b>33</b>	NA	50% Md
<b>City Subtotal:</b>							<b>2437</b>	<b>1701</b>	<b>472</b>	<b>54</b>	<b>413</b>	<b>0</b>	<b>50</b>	<b>694</b>	<b>394</b>	<b>266</b>	<b>53</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
 IN ALAMEDA COUNTY BY CITY  
 SEPTEMBER 2007

City of: Newark, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Newark Gardens	35300 Cedar Blvd.	94560	791-8058	Satellite Snr. Homes	NP	236/202/Sec.8	200	200	200	18	0	0	0	200	0	0	0	NA	30% Md
<b>Subtotal:</b>							<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>301</b>	<b>301</b>	<b>40</b>	<b>58</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>82</b>	<b>126</b>	<b>84</b>	NA	50% Md
<b>City Subtotal:</b>							<b>501</b>	<b>501</b>	<b>240</b>	<b>58</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>209</b>	<b>82</b>	<b>126</b>	<b>84</b>		











INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Oakland, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Sojourner Truth Manor	6015 M.L. King Jr. Way	94609	655-4413	Christian Church	NP	236/Sec.8	87	87	87	0	0	0	74	13	0	0	0	NA	30% Md
Southlake Tower	1501 Alice St.	94612	465-0481	Christian Church	NP	22104/Sec.8	130	129	130	0	0	0	0	129	0	0	0	NA	30% Md
St. Andrew's Manor	3250 San Pablo Ave.	94608	604-6144	Satellite Snr. Hms	NP	236/Sec.8/LMSA	60	59	60	0	0	0	51	8	0	0	0	NA	30% Md
St. Marks Apartments	394-12th St.	94612	268-0274	Consolidated Prop	PRV	22104/Sec.8	100	100	100	0	0	0	0	100	0	0	0	2006	30% Md
St. Mary's Gardens	801 10th St.	94607	465-9628	Christian Church	NP	Sec.8	100	100	100	0	0	0	0	100	0	0	0	2038	30% Md
St. Patrick's Terrace	1212 Center St.	94607	532-6326	Satellite Snr. Hms	NP	236/Sec.8/LMSA	66	66	66	0	0	0	57	8	0	0	0	NA	30% Md
Stanely Ave. Apartments	6006 6001 International Bl.	94621	638-5329	John Stewart Co.	PRV	HOME/MHP/Shelter +Care	24	24	0	0	24	0	5	5	11	0	0		
Swan's Market Housing	918 Clay Street	94607	834-3648	EBALDC	NP	CHFA/HOPWA	18	18	0	4	14	0	0	8	10	0	0	2050	50% Md
Sylvester Rutledge Manor	3255 San Pablo Manor	94609	595-0293	Christian Church	NP	RDA	65	64	65	0	0	0	0	64	0	0	0		
Tassafaronga	945-84th St.	94605	874-1520	Oakland H.A.	LG	Public Housing	87	87	0	0	0	0	0	0	33	42	12	NA	50% Md
Taylor Methodist	1080-14th St.	94607	415/956-6000	Cantrell, Harris	PRV	236	12	12	0	0	12	0	0	0	8	4	0	NA	50% Md
Town Center & Garden	Filbert to Union.8th & 10th	94607	444-8931	John Stewart Co.	NP	RDA/CDBG/HUD	293	293	0	0	293	0	24	32	51	134	12	2050	50% Md
Transitional Housing	8314 MacArthur Blvd.	94605	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	15	15	0	0	15	0	4	5	3	3	0	NA	NA
Transitional Housing	9905 Walnut St.	94603	433-9377	E. Oak. Comm. Project	NP	HUD/RDA/Local	4	4	0	0	4	0	0	0	4	0	0	NA	NA
Transitional Housing	2400 Church& Halliday	94605	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	2	2	0	0	2	0	0	0	2	0	0	NA	NA
Transitional Housing	173 Hunter Ave.	94603	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	2	2	0	0	2	0	2	0	1	0	0	NA	NA
Transitional Housing	3824 West St.	94612	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	1	1	0	0	1	0	0	0	0	1	0	NA	NA
Transitional Housing	1936 84th Ave.	94621	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	1	1	0	0	1	0	0	0	1	0	0	NA	NA
Transitional Housing	3501 Adeline St.	94607	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	1	1	0	0	1	0	0	0	1	0	0	NA	NA
Transitional Housing	5239-41 Bancroft Ave.	94601	433-9377	E. Oak. Comm. Project	NP	HUD T.H./Local	3	3	0	0	3	0	0	1	2	0	0	NA	NA
Turning Pt Recovery	9424 International Blvd	94603	632-5323	All Saints	NP	Transitional Housing	78	78	0	0	0	78	0	0	0	0	0	NA	NA
Twon Center at Acom	1143 10 St.	94607	94607	John Stewart Co.	Prv	RDA/CDBG/HUD													
United Together Manor	9410 MacArthur Blvd.	94605	632-8093	Diversified Prprty	LP	Sec.8/Shelter Plus	18	17	0	0	18	0	0	11	6	0	0	2051	50% Md
Valdez Plaza	280-28th St.	94611	268-0153	Satellite Snr. Hms	NP	236/202/Sec.8	150	150	150	0	0	0	0	150	0	0	0	2001	30% Md
Walker House	9702 International Blvd.	94603	635-9422	Ark of Refuge	NP	Transitional Housing	10	10	0	10	0	10	0	0	0	0	0	NA	NA
Westlake Chris, Teri	251-28th St.	94611	893-2998	Christian Church	NP	202/Sec.8	200	200	200	0	0	0	158	42	0	0	0	NA	NA
Westlake Chris, Teri	275-28th St.	94611	893-2998	Christian Church	NP	236/Sec.8	200	200	200	0	0	0	0	200	0	0	0	NA	NA
Westwood Gardens	1420-7th St.	94607	874-1520	Oakland H.A.	LG	Public Housing	46	46	0	0	0	0	0	0	15	23	8	NA	50% Md
<b>TOTAL:</b>							<b>11,990</b>	<b>11,598</b>	<b>4,421</b>	<b>317</b>	<b>3,638</b>	<b>1,290</b>	<b>1,697</b>	<b>3,936</b>	<b>1,593</b>	<b>2,447</b>	<b>356</b>		
Cert. & Vouchers		874-1520		Oakland Hsg. Auth	LG	Sec.8	11,733	11733	2172	2563	7042	0	525	2403	4666	3314	825	NA	50% Md
Public Housing		874-1520		Oakland Hsg. Auth	LG	Public Housing	2,804	2804	509	601	1651	0	2	613	942	1349	98	NA	
<b>Subtotal:</b>							<b>14,537</b>	<b>14,537</b>	<b>2,681</b>	<b>3,164</b>	<b>8,693</b>	<b>0</b>	<b>527</b>	<b>3,016</b>	<b>5,608</b>	<b>4,663</b>	<b>923</b>		
<b>City Subtotal:</b>							<b>26,527</b>	<b>26,135</b>	<b>7,102</b>	<b>3,481</b>	<b>12,331</b>	<b>1,290</b>	<b>2,224</b>	<b>6,952</b>	<b>7,201</b>	<b>7,110</b>	<b>1,279</b>		



INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Pleasanton, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
2253 Tanager Dr.	2253 Tanager Dr.	94566	925/846-7538	HOUSE, Inc.	NP	HOME	1	1	0	1	0	0	0	0	0	1	0	NA	50% Md
4158 Vineyard Ave.	4158 Vineyard Ave.	94566	925/846-7538	HOUSE, Inc.	NP	HOME	2	2	0	2	0	0	0	0	2	0	0	2054	50% Md
4344 Railroad Ave.	4344 Railroad Ave.	94566	925/484-8457	BACS	NP	CDBG	6	6	0	1	0	0	0	6	0	0	0	NA	50% Md
5608 Hansen Drive	5608 Hansen Drive	94566	925/846-7538	HOUSE, Inc.	NP	HOME	1	1	0	1	0	0	0	0	0	1	0	2057	50% Md
Archstone Hacienda	5700 Owens Drive	94588	925/398-7368	Archstone Prop.	PRV	Local BMRAGrmnt	540	135	0	0	135	0	0	228	228	84	0	NA	80% Md
Civic Square Apts.	4800 Bernal Ave.	94566	925/484-1011	Braddock & Logan	PRV	Local BMRAGrmnt	262	66	0	0	66	0	0	25	41	0	0	2010	80% Md
Division St. Snr Apts	443 Division St.	94566	925/484-3833	Deer Ridge Prop.	PRV	Local BMRAGrmnt	20	20	20	20	0	0	0	20	0	0	0	NA	50%;80% Md
Gardens at Ironwood Snr Apts.	Cornerstone Ct (Busch prop.)	94566	866/733-4706	Ponderosa Homes	PRV	Local BMRAGrmnt	172	138	139	172	0	0	0	120	18	0	0	NA	50-60% Md
Kottinger Place	240 Kottinger Dr.	94566	925/846-0133	City of Pleasanton	LG	Senior Hsg.	50	50	50	2	0	0	32	16	2	0	0	NA	30% Md
Parkview Assisted Living	100 Valley Ave.	94566	925/461-3042	BRIDGE Housing Corp.	NP	City	105	31	31	105	0	0	31	0	0	0	0	NA	25-50% Md
Pleasanton Gardens	251 Kottinger Dr.	94566	925/846-3050	Pleasanton Grdns	PRV	Sec. 8/236	50	50	39	2	0	0	0	0	0	0	0	NA	50%-80% Md
Ridge View Commons	5200 Case Ave.	94566	925/484-5131	Barcelon Assoc. Mgmt Co.	PRV	HODAG/City	200	200	200	200	0	0	0	180	20	0	0	2019	50%; 80% Md
Stanley Senior Apts	4023 Stanley Blvd	94566	925/462-6180	Deer Ridge Prop.	PRV	Local BMRAGrmnt	86	86	86	86	0	0	0	86	0	0	0	NA	50%;80% Md
The Greenbriar	1490-1670 East Gate Wy.	94566	925/846-8882	Greenbriar Communities	PRV	Local BMRAGrmnt	200	31	0	0	31	0	0	8	15	8	0	NA	50-80% Md
The Promenade Apts	5300 Case Ave	94566	925/461-1948	A.F. Evans Co.	PRV	Bonds/TaxCredit	146	68	0	4	68	0	0	17	44	7	0	2052	50%;60% Md
<b>Subtotal:</b>							<b>1841</b>	<b>885</b>	<b>565</b>	<b>596</b>	<b>300</b>	<b>0</b>	<b>63</b>	<b>706</b>	<b>370</b>	<b>101</b>	<b>0</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>162</b>	<b>162</b>	<b>56</b>	<b>44</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>72</b>	<b>54</b>	<b>26</b>	<b>10</b>	NA	50% Md
<b>City Subtotal:</b>							<b>2003</b>	<b>1047</b>	<b>621</b>	<b>640</b>	<b>353</b>	<b>0</b>	<b>63</b>	<b>778</b>	<b>424</b>	<b>127</b>	<b>10</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: San Leandro, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
2121 East 14th Street	2121 East 14th Street	94577		Eden Housing	NP	RDA, HOME	51	50	50		0	0	0	50	1	0	0		>50% Md
Bal Court Plaza	14822 E. 14th St.	94578	483-2629	Ancheta Properties	PRV	Local Inclusionary/Redv	40	4	0	0	4	0	0	2	2	0	0	2008	50% & 80% Md
Broadmoor Plaza	232 E. 14th St.	94578	553-9250	American Baptist Homes of the West / San Leandro Senior Housing	NP	202/108; Hsg Set-A-Side, City	60	59	59	13	0	0	0	59	0	0	0	2061	50% Md
Carlton Plaza	1000 E. 14th St.	94577	636-0660	Carlton Senior Living LLC	PRV	State MFRB; City	140	31	31	31	0	0	22	8	1	0	0	2027	50% Md
Casa Verde (formerly known as the Islander Motel)	2398 East 14th Street	94577		City of San Leandro/Mercy Services Corp.	RDA	RDA	68	68			0	0	65	2	1	0	0	2062	30% & 50% Md
Cherry Blossom Center	11 Dutton Ave.	94577	650-799-6627	Jane Sun	PRV	RDA Set Aside	5	5	0	0	0	0	2	2	1	0	0	2033	50% & 80% Md
Eden Lodge	400 Springlake Ave.	94578	352-7008	Eden Housing, Inc.	NP	202/Sec.8/RDA Set A Side	143	141	141	15	141	0	0	141		0	0	2059	50% Md
Fargo Senior Center	868 Fargo Ave.	94579	351-1103	Christ Presbyterian Church/Christian Church Homes	PRV	Sec. 236 & Sec. 202	73	73	73	0	0	0	45	28	2	0	0	NA	30% & 50-80% Md
Fuller Gardens	2390 East 14th St.	94577	618-1680	Eden Housing Management, Inc.	NP	HUD 811; Set A Side; CA. MHP	16	16	0	16	0	0	0	12	4	0	0	2063	30% & 50% Md
Fuller Lodge	2141 Bancroft Ave.	94578	351-2650	Eden Housing Management, Inc.	NP	202/Sec. 8; Set A Side, MHP	26	26	0	26	14	0	0	20	6	0	0	2011	30% Md <50%;≤80%; > 80% Md
Gateway	884 Davis St.	94577	562-5121	Phillips Yee & Associates	PRV	RDA	236	35	0	0	35	0	0	7	28	0	0	2033	50% & 60% Md
Golden Gate Apartments	15151-15170 Golden Gate Ave	94579	632-1234	Deadrich Real Estate	PRV	RDA	9	4	0	0	4	0	0	3	0	0	0	2019	
Las Palmas Apts	15370-15375 Tropic Court	94579		Las Palmas Development Partners LP	NP	State Tax Credit, HOME	92	45	0	0	11	0	0	22	23	0	0	2055	50% & 60% Md
Luella Fuller Group Home	342 West Joaquin Ave.	94577	614-0521	Luella-Fuller Group Home, Inc.	NP	RDA & HUD Sec. 811	6	6	0	0	0	0	0	6	0	0	0	2011	50% Md
Mission Bell	112-120 Garcia Ave.	94577	636-0686	Allied Housing, Inc.	NP	RDA; HOME; McKinney-Vento	25	25	0	4	25	0	16	9	0	0	0	2061	30% & 50% Md
Oakdale Heights (formerly Cherry Blossom Inn)	348 West Juana Ave.	94577	357-1691	Oakdale Heights Friedkin Realty Group; aka San Leandro	PRV	BMR Ordinance	70	7	7	0	0	0	3	3	1	0	0	2008	80% Md
Parkside Commons	900 143rd Ave.	94577	865-1505	Advisors	PRV	Mortgage Revenue Bonds	300	62	0	4	62	0	0	30	32	0	0	2018	50% & 80% Md
Summerhill	15267 Hesperian Blvd.	94578	276-4805	Fuller Enterprises	PRV	BMR Agreement	102	10	0	0	10	0	0	4	6	0	0	2015	80% Md
Tan Apartments (formerly Urbach Spts)	825 San Leandro Blvd.	94577	925/620-7829	Joseph Tan	PRV	RDA Tax Credits; Tax Exempt Bonds; HOME; RDA; City	7	7	0	0	7	0	1	6	0	0	0	2014	50%& 80% Md
The Surf Apts.	15320 Tropic Court	94579		Surf Housing Associates, LP	NP		46	35	0	0	35	0	0	35	0	0	0	2058	50% & 60% Md
Warren Manor	111 Preda Street	94577	537-8181	Roger and Mary Tonna	PRV	RDA	26	13	0	0	13	0	0	10	3	0	0	2014	50% & 80% Md
The Willows Townhomes	650-740 Fargo Ave.	94577	895-9022	Vasona Management	PRV	HOME	122	11	0	0	11	0	0	0	0	11	0	2008	50% & 60% Md
<b>Subtotal:</b>							<b>1663</b>	<b>733</b>	<b>361</b>	<b>109</b>	<b>372</b>	<b>0</b>	<b>154</b>	<b>459</b>	<b>111</b>	<b>11</b>	<b>0</b>		
Cert. & Vouchers		538-8876		Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>1271</b>	<b>1271</b>	<b>167</b>	<b>309</b>	<b>686</b>	<b>0</b>	<b>3</b>	<b>269</b>	<b>612</b>	<b>323</b>	<b>64</b>	NA	50% Md
<b>City Subtotal:</b>							<b>2934</b>	<b>2004</b>	<b>528</b>	<b>418</b>	<b>1058</b>	<b>0</b>	<b>157</b>	<b>728</b>	<b>723</b>	<b>334</b>	<b>64</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

City of: Union City, CA

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
10th & D St.	10th & D St.	94587	582-1460	Eden Housing	NP	Sec. 8 Cal Mort.Guar., HELP Loan	3	3	0	0	3	0	0	0	3	0	0	NA	50% Md
Alma Via	33883 Alvarado Niles Rd	94587	489-3800	Elder Care Alliance			95	29	95	2	0	0	25	4	0	0	0	NA	
Bridgeway	13th St.	94587	657-7409	Tri-City H.C.	NP	HOME, SHP	3	3	0	0	3	0	0	0	2	1	0	NA	50% Md
Dyer Complex	4131 Dyer St.	94587	538-8876	Alameda Co. H.A.	LG	Public Hsg.	50	50	50	50	0	0	0	50	0	0	0	NA	30% Md
E St. Hsg. Project	Scattered sites, E St.	94539	476-3232,x322	Union City Redev.	LG	HOME, RDA	4	4	0	0	4	0	0	0	0	0	4	NA	50% Md
Greenhaven	31779 Alvarado Blvd.	94587	471-4952	Lincoln Properties	PRV	Bond Project	250	50	0	0	50	0	0	16	23	11	0	NA	NA
Los Robles Apts.	32300 Almaden Blvd.	94587	471-6001	Ecumenical Association for Housing	NP	236/Sec.8	140	140	0	0	140	0	0	0	60	50	20	NA	80% Md
Mission Gateway	33100 Mission Blvd.	94587	441-0408	Mid-Pen	NP	Tax Credit,RDA	120	120	0	0	0	0	0	14	57	38	11	Na	
Mission Sierra	34864 Mission Blvd.	94587	475-0550	Lincoln Properties	PRV	Bond Project	152	21	0	0	0	0	0	9	22	0	0	NA	NA
Mission View	4125 Dyer St.	94587	538-8876	Alameda Co. H.A.	LG	Public Hsg.	42	42	0	2	42	0	0	0	25	13	4	NA	50% Md
Nidus Senior Complex	2000 Nidus Ct.	94587	538-8876	Alameda Co. H.A.	LG	Public Hsg.	50	50	50	50	0	0	0	50	0	0	0	NA	30% Md
Rosewood Terrace	33935 Alvarado Niles Rd	94587	675-9282	Eden Housing	NP	202/HOME	45	44	45		34	0	0	0	3	31	0	2034	50% Md
Scattered units	Scattered sites	94587	538-8876	Alameda Co. H.A.	LG	Public Hsg.	34	34	0	1	0	0	0	19	14	2	0	NA	NA
Skylark	Decoto Rd	94587	489-7431	Lincoln Properties	PRV	Bond Project	174	124	0	0	0	0	0	44	0	0	0	NA	30% Md
Vintage Courts	Decoto & Perry	94587	510-477-9264	USA Multifamily Mgmt, Inc.	PRV	Tax Credit,RDA	125	125										NA	60% Md
Wisteria Place	33821 Alvarado-Niles Rd.	94587	429-7360	Eden Housing	NP	202/HOME	40	40	40	0	0	0	0	40	0	0	0		30% Md
<b>Subtotal:</b>							<b>1327</b>	<b>879</b>	<b>280</b>	<b>105</b>	<b>276</b>	<b>0</b>	<b>25</b>	<b>246</b>	<b>209</b>	<b>146</b>	<b>39</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>772</b>	<b>772</b>	<b>147</b>	<b>146</b>	<b>466</b>	<b>0</b>	<b>0</b>	<b>91</b>	<b>217</b>	<b>272</b>	<b>192</b>	NA	50% Md
<b>City Subtotal:</b>							<b>2099</b>	<b>1651</b>	<b>427</b>	<b>251</b>	<b>742</b>	<b>0</b>	<b>25</b>	<b>337</b>	<b>426</b>	<b>418</b>	<b>231</b>		

INVENTORY OF SUBSIDIZED RENTAL HOUSING  
IN ALAMEDA COUNTY BY CITY  
SEPTEMBER 2007

Unincorporated County

Project Name	Street	Zip	Site Phone #	Owner/Mangmt Co.	Owner Type	Program (Subsidy)	Total Units	BMR Units	ELDR	DIS	FAM	SRO	# OF STU.	# OF 1-BD	# OF 2-BD	# OF 3BD	# OF 4+ BD	Conversion Date	Income Level
Acacia Garden	260 Sunset Bl./Hay	94541		Dale Reed	PRV	Bond/221d4/Sec8	43	9	0	0	9	0	0	0	9	0	0	2001	80% Md
Ashland Village Apts.	1300 Kentwood/Ashland	94544	481-2565	Don Felson	PRV	221d4/Sec.8	142	142	0	6	136	0	0	0	125	17	0	2004	80% Md
Banyan Street	21568 Banyan Street, Hayward	94541		FESCO	NP	CDBG/HOME	8	8	0	0	8	0	0	6	2	0	0		
Bermuda Gardens	1475 167th Ave./Ashland	94578		Mercy	NP	CDBG/HOME/Redv	80	80	0	38	80	0	0	67	13	0	0	2057	30%;50%;60%
Concord House	20389 Concord/Cherryland	94541	841-4410	RCD	NP	SHP/HOPE/HOPWA	8	8	0	8	8	0	8	0	0	0	0	2057	30%;50% Md
Eden House Apts.	1601-165th Ave./Ashland	94578	278-2400	Mercy	NP	LIHPREA	116	116	0	0	116	0	0	10	72	22	12	2057	80% Md
Grove Way	2576 Grove Way/CV	94546		Eden Housing	NP	Mod Rehab/Sec. 8	8	8	0	0	8	0	0	8	0	0	0	2002	50% Md
Hayward Village	22078 Arbor Avenue, Hayward CA	94541	510-887-3027		PRV	LIHTC/4% BOND	151	151	151	4	0	0	0	131	20	0	0		80% Md
Kent Gardens	6450 Kent Avenue	94580		Mercy	NP	HUD 202/HOME/Trust Fund	84	84	84	6	0	0	0	83	1	0	0		
Landmark Villa	21000 Mission/Cherryland	94541	276-2872	Felson Bldrs/Eden	PRV	County Bond	97	20	20	0	0	0	10	10	0	0	0	2007	80% Md
Lorenzo Creek Apartments	22200 Center Street, Castro Valley	94541		Allied	NP	LIHTC/HOME/CDBG/Loc.	28	28	0	3	0	0	0	9	13	6	0		
Pacheco Court	720-732 Bartlett/SLo.	94541	649-8173	BOSS	NP	SHP/CDBG	10	10	0	0	10	0	0	0	10	0	0	2052	30%;50% Md
Quail Run Apts.	1501-163rd Ave./Ashland	94578	276-2693	Jonathan Group	PRV	County Bond/Tax Credits	104	21	0	10	0	0	0	3	4	0	0	2015	80% Md
Sienna Point	22842 Vermont Street, Fairview	94541		Dawson Holdings, Inc.	PRV	HOME/Trust Fund/LIHTF/Bond	114	114	0	0	114	0	0	21	75	12	1		
South County Sober Hsg	21757 Meekland/Cherryland	94541	649-8173	BOSS	NP	CDBG	8	8	0	0	8	0	0	2	4	2	0	2057	SSI/GA
Sparksway Commons	2750 Sparks Way/Hay	94541	537-3170	Sparksway Cmns.	NP	RHCP	45	44	0	0	45	0	0	5	19	18	2	2013	50%;80% Md
Strobridge Apts.	Wilbeam Ave./Castro Valley	94546	415/989-1111	BRIDGE Housing	NP	LIHTC/HOME/Loc.	96	96	63	0	36	0	0	60	3	16	20	2057	50%;60% Md
Vista Creek Apts.	22432 Center/Castro Valley	94546	582-9521	Federighi & Btsta	PRV	County Bond/Sec.8	50	10	0	0	0	0	0	4	3	0	0	2001	80% Md
Wittenberg Manor I	657 Bartlett/SLo	94541	785-4848	Wittenberg Manor	NP	231/Sec.8	95	92	92	10	0	0	0	92	0	0	0	2033	80% Md
Wittenberg Manor II	673 Bartlett Ave./SLo	94541	785-7201	Wittenberg Manor	NP	Sec.202/CDBG	63	63	63	7	0	0	0	63	0	0	0	2033	50% Md
<b>Subtotal:</b>							<b>1350</b>	<b>1112</b>	<b>473</b>	<b>92</b>	<b>578</b>	<b>0</b>	<b>18</b>	<b>566</b>	<b>381</b>	<b>93</b>	<b>35</b>		
Cert. & Vouchers			538-8876	Alameda Co. H.A.	LG	<b>Voucher Total</b>	<b>408</b>	<b>408</b>	<b>73</b>	<b>99</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>150</b>	<b>144</b>	<b>34</b>	NA	50% Md
<b>County Subtotal:</b>							<b>1758</b>	<b>1520</b>	<b>546</b>	<b>191</b>	<b>794</b>	<b>0</b>	<b>18</b>	<b>646</b>	<b>531</b>	<b>237</b>	<b>69</b>		



# E A S T S H O R E



## Eastshore State Park General Plan

*Prepared for:*

California Department of Parks and Recreation  
East Bay Regional Park District  
California State Coastal Conservancy

December 6, 2002

Park recently renamed McLaughlin Eastshore State Park in honor of Sylvia McLaughlin.

---

Gray Davis  
Governor

Ruth Coleman  
Acting Director of Parks and Recreation  
P.O. Box 942896  
Sacramento, CA 94296-0001

Mary D. Nichols  
Secretary for Resources



Resolution 26-02  
adopted by the  
CALIFORNIA STATE PARK AND RECREATION COMMISSION  
at its regular meeting in Berkeley  
December 6, 2002

**Unit Classification  
Eastshore State Park  
Classified as a State Seashore**

WHEREAS the Director of the Department of Parks and Recreation has proposed that this Commission approve the proposed unit classification for the Eastshore Park Project; and

WHEREAS the proposed Eastshore Park Project contains 1667 acres to provide for the recognition and protection of the unit's natural and recreational resources; and

WHEREAS the proposed Eastshore Park Project contains 1667 acres consisting of relatively spacious coastline with frontage on San Francisco Bay possessing important scenic and natural character with significant recreational values; and

NOW, THEREFORE, BE IT RESOLVED pursuant to Section 5019.50 of the Public Resources Code and after proceeding in accordance with the Administrative Procedures Act contained in Section 11370 et seq. of the Government Code, that the State Park and Recreation Commission hereby classifies the unit as a State Seashore and names the unit Eastshore State Park.

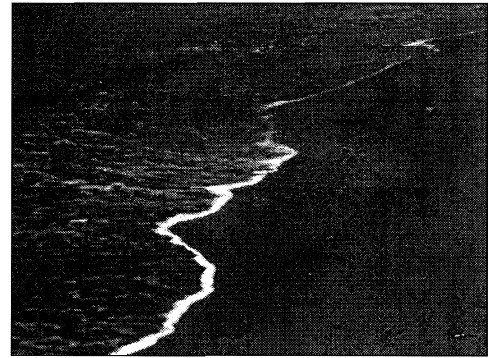
Entirety of ESP project extends approximately 8.5 miles along shoreline from Oakland Bay Bridge to Marina Bay in Richmond. Includes waterfronts of Oakland, Emeryville, Berkeley, Albany, and Richmond.

Highlighted areas focus on State policies for Albany Neck and Bulb.

## 4. Albany Area

### Statement of Management Intent

The configuration of the Albany area management zone creates a unique character for the area that distinguishes it from the other management zones. Because it extends out from the main shoreline as a narrow peninsula, the Neck and Bulb possess a sense of



Albany Beach

distance and separation from the urban mainland. This sense of distance is further enhanced by the "wild" character of the landscape expressed both through the topography and the vegetation. The designation of the Neck, Bulb, and Beach as conservation areas is intended to preserve this sense of naturalness and isolation. The Albany Mudflats are a significant avian habitat area and are therefore designated as a preservation area. The management intent is to protect and enhance the habitat value of this area, while also enhancing the public's ability to appreciate this resource from the adjacent shoreline areas. The Albany Plateau, due to its generally level terrain, is designated for active recreation, including both formal sports fields and informal recreation areas. Since State Parks is not in the practice of developing or operating formal sports facilities, the sports fields component would be developed and operated under a separate agreement with an independent agency or joint powers authority.

Albany Area LAND USE SUMMARY			
<i>Land Use Designation</i>	<i>Upland Area</i>	<i>Tideland Area</i>	<i>Total Area</i>
Preservation Area	11 acres	179 acres	190 acres
Conservation Area	57 acres	18 acres	75 acres
Recreation Area	20 acres	394 acres	414 acres

## Guidelines

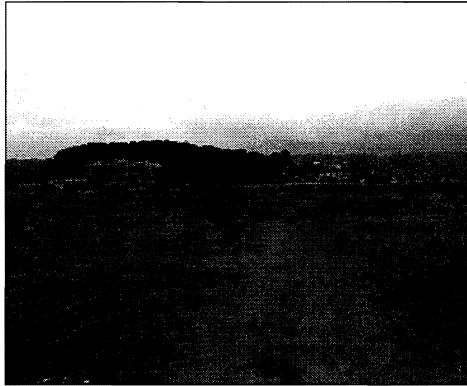
### *a. Albany Beach*

- A-1: Protect the dune habitat at the Albany Beach by introducing boardwalks and/or fencing. Boardwalks should be designed to provide for wheelchair access.
- A-2: Restore the dune vegetation by removing noxious weeds (e.g., iceplant and Kikuyu grass) and planting locally native species that are adapted to this habitat, and explore the feasibility of re-introducing rare or endangered species that are native to the Bay Area, such as California seablite, San Francisco spineflower, and robust spineflower, to the dune area.
- A-3: Explore the feasibility of expanding the dune areas behind the beach.
- A-4: Protect and enhance eelgrass beds that exist off Albany Beach. Explore the possibility of these eelgrass beds being a possible mitigation site (i.e., a receiver site for mitigation from projects outside of the park project).
- A-5: Enhance beach/Bay access for non-motorized watercraft by creating a vehicle drop-off and parking at the south end of the beach. Locate restroom facilities near the beach water access.

### *b. Albany Plateau*

- A-6: Prepare a facilities concept plan for the Albany Plateau that supports recreational use through the introduction of a number of recreation and visitor-serving facilities. In terms of use characteristics, the Plateau has two distinct subareas. The easternmost portion (i.e., the area east of the Buchanan Street roundabout) is designated for active recreational uses including the possibility of developed fields for organized sports. The area due north of the Albany Beach and immediately west of the sports fields area is designated for informal recreation. Preliminarily, facilities that are recommended for the Albany Plateau include, but are not restricted to:





*View east towards Albany Hill from the Plateau*



*View west towards Point Isabel from the Plateau*

- Concessions/maintenance services/restrooms building to support sports fields needs for equipment storage, snack bar, restrooms, etc.;
- Turf area for informal recreation immediately west of sports fields area;
- Picnic facilities immediately west of sports fields area;
- A vista point/bird blind with appropriate interpretive exhibits at the east end of the Plateau overlooking the Albany Mudflats;
- A system of trails that connects the various recreation areas and provides access around the perimeter of the Plateau;
- Approximately 60 new parking spaces to serve the recreation areas.

A-7: It is generally not the mission of State Parks to build and operate sports fields. The provision for sports fields on the Plateau is in response to the statutory direction (PRC 5003.03) for the planning and development of the Eastshore park project to be consistent with the general plan policies of the local jurisdictions to the degree feasible. Sports fields will only be permitted on the Albany Plateau if the following conditions are met:

- State Parks will not own, develop or operate the sports fields;
- An appropriate operator will follow the guidelines of the approved General Plan
- The owner-operator will be responsible for developing and operating the fields and will assume all liabilities;
- The owner-operator will be responsible for ensuring adequate parking to support field sport activities, and no more than 60 parking spaces can be provided on site (i.e., necessary additional parking must be provided off site);
- The owner-operator will provide a facilities operations and management plan that ensures adequate protection for adjacent habitat areas (i.e., Albany Mudflats and riparian area on the southeast side of the Plateau);
- The owner-operator will provide for broad public use of the sports facilities and will not allow the facilities to be dominated by a single use or group;
- The sports fields will not include lighting for nighttime sports activities.

In the event that an appropriate operator is not found or these conditions cannot be met, or if an alternative site is not acquired and approved for sports fields, State Parks can assume ownership of the property. The Plateau will be maintained and improved for informal recreation and/or conservation purposes.

A-8: Enhance the riparian habitat along the south side of the Plateau (just north of Buchanan Street) by removing invasive, non-native plant species and planting willows and other locally native plants. Provide fencing and buffers as necessary to restrict access to the riparian area by people and dogs.

A-9: Maintain an enhanced vegetative buffer between the sports fields area and the north and east edges of the Plateau in order to protect wildlife habitat in the adjacent Albany Mudflats. The vegetation buffer should be at least 100 feet wide, measured from the top of the slope.

A-10: Design trails along the north and east side of the Albany Plateau, and the north side of the Albany Neck, to minimize disturbance of ducks, shorebirds, and other water birds on the Albany Mudflats, and to restrict visitor access to the riparian drainage along the southeast side of the Plateau. Trails should generally be set back from the top of slope, but should include periodic viewpoints over the mudflats.

A-11: Protect and enhance upland habitat for raptors and other birds and wildlife along the northern and eastern perimeter of Albany Plateau (the conservation areas). Enhance ruderal scrub habitat by removing noxious weeds and planting locally native species.

*c. Albany Neck/Bulb*

A-12: Protect and enhance upland habitat for wildlife at the Albany Bulb, Albany Neck, and the northern and eastern perimeter of Albany Plateau (the conservation areas). Enhance the upland scrub habitat by removing noxious weeds and planting locally native species.

A-13: Develop and implement a program for the removal of safety hazards associated with construction debris on the surface of the Neck and Bulb (e.g., unstable rubble piles, unsafe structures and protruding rebar). The clean-up program should be designed to minimize disturbance to upland wildlife habitat. Approaches that involve mass grading and the wholesale removal of vegetation are not appropriate. Given the magnitude of the task, priorities for clean-up, areas for potential closure to public access, and appropriate phasing should be identified.



*View west from Albany Neck towards Bulb*

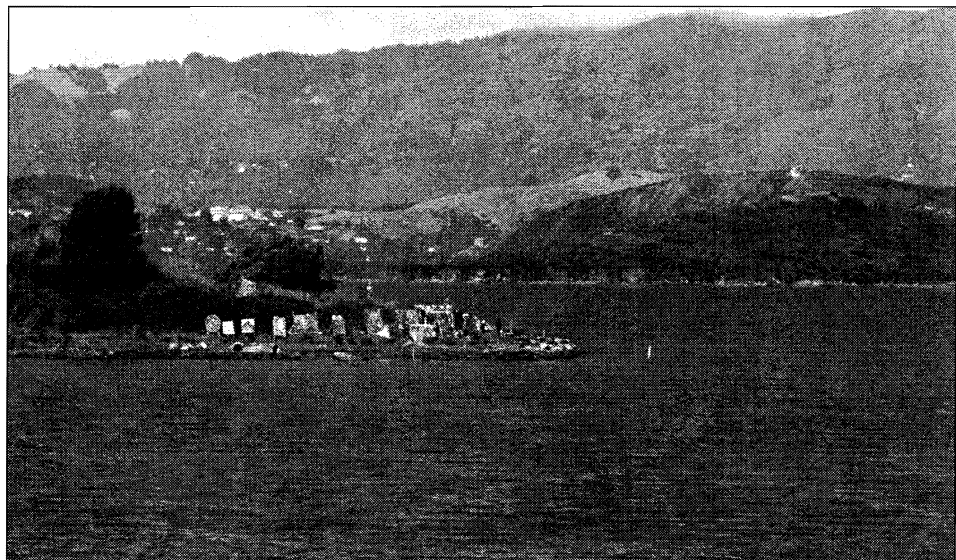
- A-14: Provide fencing and/or buffers to protect the tidal marsh on the northeast shoreline of the Bulb (in the small lagoon) from disturbance.
- A-15: Explore options for enhancing the safety, aesthetic, structural and habitat conditions along the south shoreline of the Albany Neck, including the following:
- Address transition from Albany Beach into armored shoreline areas including the potential for extending sand beach condition further west;
  - Break up large concrete and construction debris to improve appearance, reduce safety hazards, etc.;
  - Consider placement of fill (sand, gravel, cobbles or soil) over the rubble in some select locations to improve habitat, planting, access, safety, etc.;
  - In some locations, align trail and access routes against the hill slope to create more potential space for shoreline grading;

- Consider and balance necessary structural function and potential habitat enhancements;
- Consider creation of small pocket beaches (shallower profile shoreline) within this straight section to increase sand and gravel beach habitat as well as recreational access;
- Consider re-grading northwest corner (intersection of neck and bulb) to shallow slope condition to create sand or gravel beach.

A-16: Provide shoreline stairs and/or ramp along the south side of the Albany Neck and the south side of the Albany Bulb in order to enhance water access for windsurfers and other human powered watercraft. Work with windsurfers and other user groups to explore options for conveying equipment from the drop-off to the access point.

A-17: Generally prohibit, or enforce prohibition of vehicle access, other than for safety or maintenance personnel, beyond the roundabout on Buchanan Street.

A-18: Maintain a comprehensive and integrated multi-use trail system that provides access throughout the Albany area. As specific improvements are planned for the Albany area,



*View west of art on the Albany Bulb with islands within San Francisco Bay and the Marin Hills in the background*

evaluate existing trails and identify trails that need to be closed, improved, or created.

A-19: Create a vista point/seating area on the bluff at the west end of the Bulb. The vista point/seating area could contain interpretive exhibits that describe key features of the landscape visible from this setting, as well as the history of the Bulb and its formation.

A-20: Coordinate with the city of Albany to ensure that the remediation plans for the west and northeast lagoons are implemented as approved by the Regional Water Quality Control Board, including the breaching of the west lagoon and the creation of the pedestrian trail around the west end of the Bulb. Review remediation plan to:

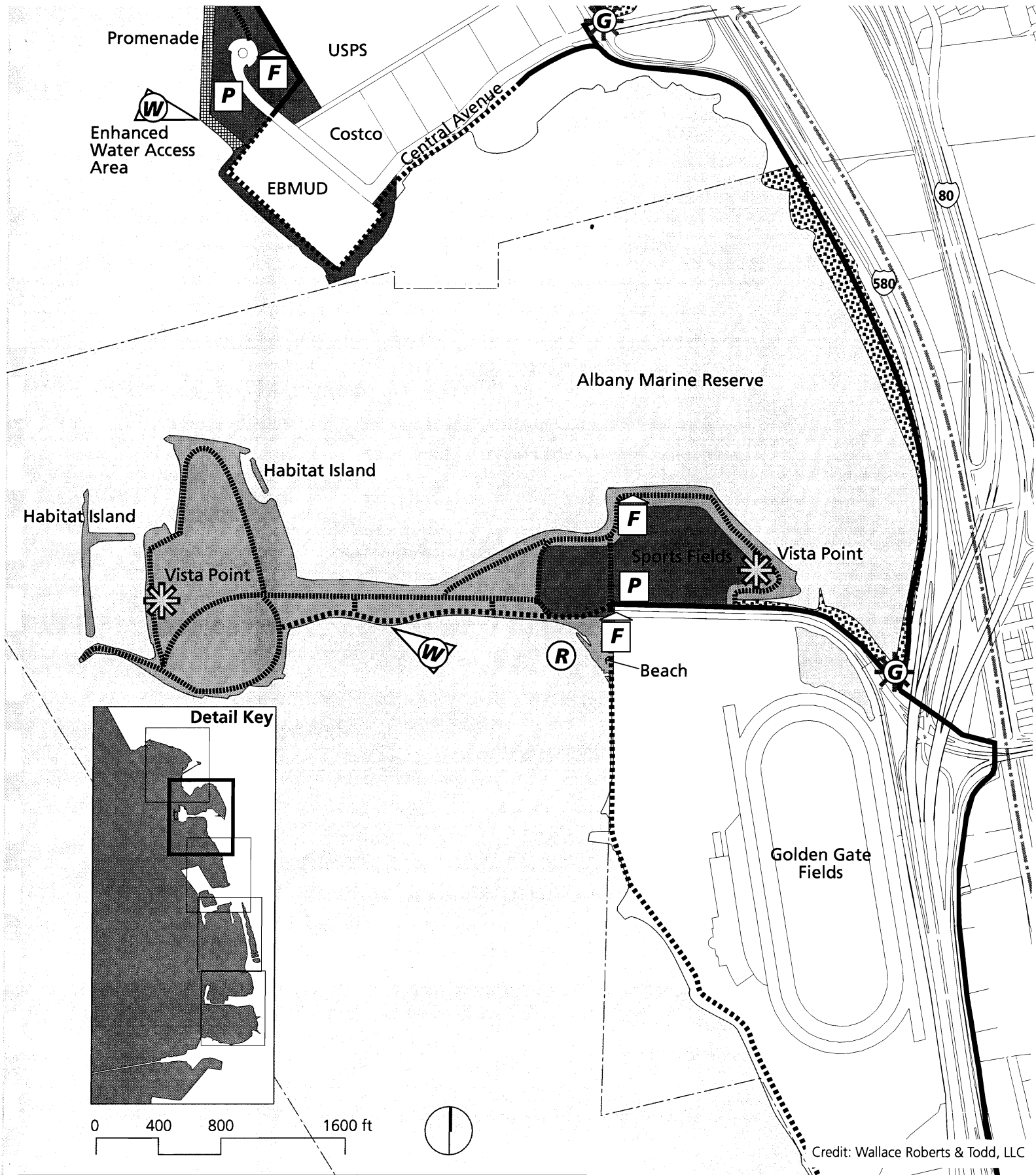
- Verify dimensions (depth and width) of levee breaks at the west lagoon for desired objectives: habitat isolation, tidal interaction and lagoon evolution (via sediment deposition);
- Increase tidal action and potential sediment supply to the west lagoon in effort to encourage sediment deposition and fringe marsh establishment.

A-21: Consistent with the Eastshore park project's cultural resource guidelines, the practice and products associated with unauthorized artistic expression (e.g., installations, structures, paintings, etc.) on the Albany Bulb will be reviewed in accordance with State Parks' systemwide cultural resource procedures prior to their removal.

*c. Albany State Marine Reserve*

A-22: Preserve the tidal marsh, tidal mudflat, subtidal, and adjacent upland habitats, and minimize impacts from human disturbance.

A-23: Continue to prohibit all motorized and non-motorized watercraft in the Albany Mudflats Marine Reserve area to protect waterfowl habitat.



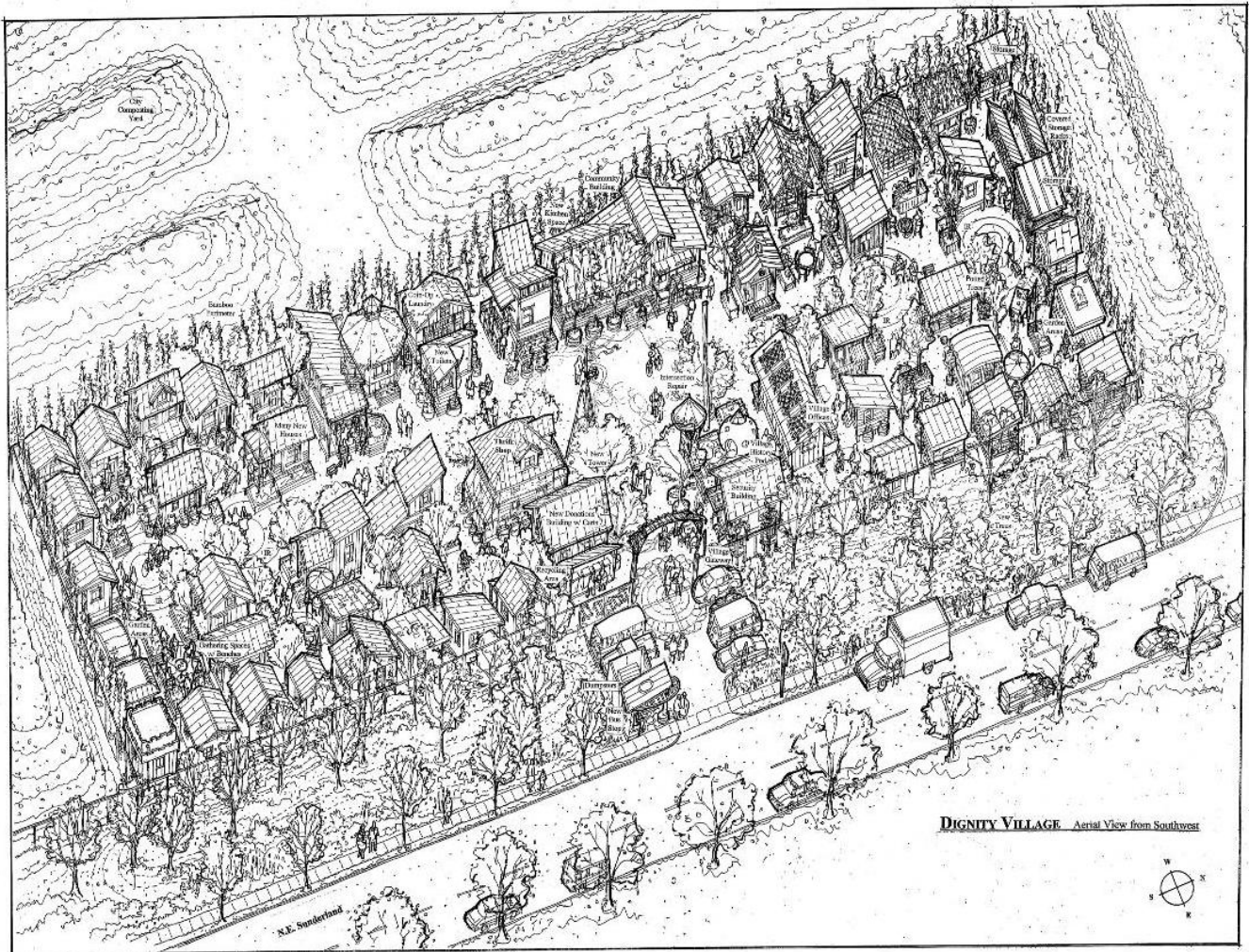
Credit: Wallace Roberts & Todd, LLC

Eastshore State Park  
General Plan

**Figure III-8:**  
**ALBANY SHORELINE**

Recreation	Bridge	Bay Trail-Exist
Conservation	Restoration Area	Bay Trail-Prop'd
Preservation	Parking	Park Trail
Promenade	Gateway	Facility
Constructed Wetland	Vista Point	Water Access

# AN EVALUATION OF DIGNITY VILLAGE



February 2010

Prepared by Kristina Smock Consulting  
for the  
Portland Housing Bureau



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This report was prepared by Kristina Smock Consulting on behalf of the Portland Housing Bureau. Kris Smock, Ph.D. is an independent consultant who works with non-profits and local governments in the areas of homelessness, affordable housing, community building, and public policy. Recent related consulting projects include coordination and analysis of the 2009 Portland/ Multnomah County Homeless Street Count for the Bureau of Housing and Community Development (2009), an evaluation of the Homeless Youth Continuum for Meyer Memorial Trust (2008), an analysis of what it will take to implement the Permanent Supportive Housing goals in the *10 Year Plan to End Homelessness* for the Community Development Network (2007), and a critical review of the available data on homelessness in Portland/ Multnomah County for the Citizen’s Commission on Homelessness (2004). For more information, see [www.kristinasmockconsulting.com](http://www.kristinasmockconsulting.com).

The rendering of Dignity Village on the front cover of this report was provided by Mark Lakeman, Communitecture.

## **I. EXECUTIVE SUMMARY**

Dignity Village's current contract with the City of Portland will expire in June 2010. The contract, which was signed in May 2007, designates Dignity Village as the manager of the transitional campground sited at Sunderland Yard.

In an effort to inform City Council's decision about whether to renew the contract, the Portland Housing Bureau commissioned an evaluation of Dignity Village's work. The evaluation included in-depth interviews with current and former residents of the Village, staff from key City bureaus, external stakeholders, and neighbors, as well as analysis of pertinent documents and data reports.

The evaluation provides strong support for renewing Dignity Village's contract for another three-year term, based on the following findings:

- Dignity Village has successfully sheltered 60 homeless people each night, year-round, at a cost per bed night that is one-third the cost of the cheapest shelter option within Portland's homeless services system.
- Stakeholders and neighbors affirm that Dignity Village has made substantial improvements in its safety and stability. From 2007-09, the annual rate of 911 calls resulting in the dispatch of Portland Police to Dignity Village was lower on a per capita basis than the citywide average.
- During the contract term, the Village replaced all of its tarp and tent structures with semi-permanent structures, significantly improving its livability, its visual impact on the neighborhood, and its code compliance.
- The Village has developed and enforced basic rules of conduct, including an improved screening and evictions process that has substantially reduced issues with problem residents.
- More than 90% of the stakeholders interviewed for the evaluation supported the City's renewal of Dignity Village's contract. A few of the stakeholders specified conditions under which they would support renewal. These conditions are incorporated into the report's recommended contract modifications.

In order to strengthen the Village's success and address the concerns identified by stakeholders, the renewed contract should include the following modifications:

- Incorporate an updated site development plan and site design guidelines as an addendum to the new contract.
- Work with the City Attorney's office to identify mechanisms for insuring accountability with code enforcement, and specify those mechanisms in the contract.
- Consider transferring the monthly costs for infrastructure such as water and sewer, and possibly insurance, to the City.
- Explore the feasibility of creating a small fund to be used at the discretion of City bureaus to cover the costs for development fees and materials to support code compliance.
- Explore the possibility of contracting with partner non-profits to provide enhanced on-site support to Villagers with housing placement and accessing benefits.

- Explore the possibility of contracting with a non-profit or consultant(s) to provide the Village with organizational development and strategic planning coaching and technical assistance.
- Provide bus tickets to enable villagers to more easily access mainstream social services.
- Modify the Village's data reporting requirements to insure timely and accurate completion of required reports.
- Use an alternative to the term "transitional housing" in the contract, to make it clear that the Village is a unique program that is distinct from typical Transitional Housing programs.
- Clarify the language in the contract to make it clear that the Village offers peer support, information and referral, and partners with appropriate agencies to make services available.

The City should take the following steps to support the successful development and implementation of the modified contract:

- Convene an ad hoc Site Plan Workgroup of the relevant City bureaus and Village leaders to develop formal agreements regarding site design guidelines and development plans.
- Create an ongoing Coordinating Committee that brings together relevant City bureaus and other stakeholders to work collaboratively with the Village to support its development plan.
- Assign a consultant or City bureau staff person with sufficient hours to be the primary point person to coordinate the City's work with the Village.
- Work collaboratively with the Village to develop a creative solution to cover the costs of required System Development Charges in order to enable the Village to complete its development plans, including semi-permanent bathrooms and showers.

## **II. INTRODUCTION**

On May 16, 2007, the Portland City Council adopted Ordinance No. 180959, authorizing a contract with Dignity Village to manage a transitional housing campground at Sunderland Yard. The contract authorizes Dignity Village to manage the provision of temporary accommodations for up to 60 people each night on a City-owned property adjacent to Portland's leaf-composting yard.

Dignity Village's contract with the City expires on June 30, 2010. The Portland City Council has the discretion to extend or renew the contract for a period of up to five years. To help inform the City's decision about whether to renew the Village's contract, the Portland Housing Bureau hired Kristina Smock Consulting in November 2009 to conduct a brief evaluation of the Village's performance under its current contract.

This evaluation report provides an assessment of the Village's accomplishments and challenges over the past three years and offers recommendations regarding contract renewal. The report's findings are based on interviews with Dignity Village Board members, current and former residents, and a broad range of stakeholders from the City, local non-profits, and the private sector. Additional information was gathered from written materials and data provided by Dignity Village and several City bureaus. (A complete listing of sources is provided in the Appendix.)

The report begins with an overview of the Village's background, mission, and residents. Then it summarizes the findings regarding the Village's performance in fulfilling the core terms of its contracted scope of work. The findings demonstrate that the Village has met the minimum requirements of its contract, but that additional support from the City as well as modifications to the contract terms would help to promote greater overall success. Based on these findings, the report recommends renewal of the Village's contract for another three year term but with modifications to support better housing placement outcomes and organizational capacity. The report concludes with an overview of its recommendations and proposes a step-by-step process for developing, negotiating, and implementing a new contract.

### **BACKGROUND**

Dignity Village was first formed as Camp Dignity in December 2000 when eight homeless people pitched their tents on public property close to downtown Portland. The camp was simultaneously a political protest and an effort to create a viable alternative to sleeping on the streets and in doorways. The Village moved six times over the following year, finally settling in a temporary site at Sunderland Yard in September 2001.

In October 2001, Dignity Village filed articles of incorporation with the State of Oregon. In December 2001, it filed an application for 501(c)3 non-profit status with the IRS. The Village's nonprofit organization has an elected Board of Directors and a membership composed of the Village's residents. It is a formally self-governing community with an administrative branch comprised of a Village Council and the Board of Directors, and a legislative body comprised of the membership.

After several unsuccessful efforts to secure a permanent, privately owned site, the Village sought an agreement with the City to remain at Sunderland Yard indefinitely. In Resolution No. 36200, passed on February 26, 2004, the City Council designated a portion of Sunderland Yard as a Designated Campground under the terms of ORS 446.265. This State statute allows

municipalities to designate up to two sites as campgrounds to be used for “transitional housing accommodations” for “persons who lack permanent shelter and cannot be placed in other low income housing.” The statute notes that these transitional campgrounds may be operated by private persons or nonprofit organizations.

In May 2007, the City signed a three-year contract with Dignity Village to manage the Designated Campground at Sunderland Yard. The contract states that as a nonprofit entity, Dignity Village is responsible for:

- Administering, managing, and operating the designated campground for the sole purpose of providing temporary shelter to residents who cannot locate safe, decent affordable housing and are otherwise homeless;
- Maintaining the campground in a safe and sanitary condition;
- Establishing and enforcing written rules and policies governing the use of the campground;
- Operating the campground in a financially self-sufficient manner including covering all operating costs;
- Not allowing more than 60 residents to occupy the campground at any time (except during severe winter shelter overflow, when an additional 10 people can be served);
- Assisting residents with locating and transitioning to safe, decent, affordable housing, to the extent practicable, including permitting access to the campground to City-sponsored programs that assist homeless persons with locating and accessing permanent housing;
- Cooperating with the Portland Police Bureau, Portland Fire Bureau, and Bureau of Maintenance;
- Presenting quarterly written reports to the City’s Project Manager; and
- Maintaining General Liability insurance.

As part of the management agreement, the City required Dignity Village to move to a different site at Sunderland Yard in 2007, and agreed to cover all of the infrastructure costs for the move. Since the move, the Village has successfully replaced all of its tarps and tents with semi-permanent, mostly wooden structures. The Village now consists of 43 one- and two- person rectangular structures built on raised decks. The structures are not insulated, but portable propane heaters provide some relief from the cold weather.

In addition to the residential structures, a common building provides a central gathering and meeting space with electricity and heat from a woodstove. A small office and computer room provide residents with access to telephones, computer, and the internet. And container gardens provide access to fresh produce and the potential for future microenterprise. The Village continues to rely on temporary showers and portable toilets, though plans for installing semi-permanent bathrooms and showers have been developed.

The Village’s management is overseen by the nonprofit’s Board of Directors which is currently elected for annual terms. All residents must volunteer ten hours per week for the Village, including taking regular volunteer shifts on security detail. Residents must also contribute \$20 per month towards the Village’s operating expenses.

### **III. DIGNITY VILLAGE'S MISSION**

Dignity Village's articles of incorporation offer a detailed description of the nonprofit's purpose and mission, which can be summarized by the following core statements:

- To establish an open-air place where people living on the streets can have their basic needs met in a stable, sanitary environment, until they are able to access another form of housing more in keeping with said resident's personal goals and aspirations.
- To provide basic living facilities for otherwise homeless individuals, using temporary and/or semi-permanent structures,
- To create a social environment of non-violence, self-determination and cooperation that encourages economically distressed residents to pursue their life goals and aspirations, especially with regard to adequate housing and employment, with a sense of self-respect and dignity.
- To provide peer-based support services to said residents to assist them in the pursuit and actualization of their life goals and aspirations with regard to housing and work.
- To enter into collaborative partnerships with certain private businesses, non-profit organizations and/or government agencies for such purposes.
- To expand the opportunities available to said residents to own, manage, and operate and develop worker-owned and democratically operated enterprises.

These overarching goal statements continue to accurately describe the Village's mission. But among residents and supporters, there are widely varying opinions about the exact nature of the Village's work. Some view the Village as a cost-effective alternative to emergency shelter and a more humane alternative to the streets, others view it as a transitional housing program, and a small number of residents view it as a permanent home.

Most of the Village's residents and supporters agree that it offers a better alternative to emergency shelters or the streets for many homeless individuals and couples. In contrast to both the streets and traditional emergency shelters, the Village provides:

- A supportive community,
- A place where couples can stay together,
- A place for people with pets,
- Privacy and personal space,
- A place to keep belongings,
- Relief from constantly having to wait in lines,
- The reassurance of having a bed each night and not being moved along, and
- Independence from caseworkers and the demands of formal programs.

As one resident explained, "Here you don't feel homeless, you feel part of a community and feel safe. People know they can come home every night to their home, and they don't have to leave in the morning."

While some people define the Village solely as an alternative to sleeping in shelters or the streets, for many residents and supporters, the Village is much more; it is a temporary place for people to live while they are getting back on their feet. Residents and supporters often describe the Village by using the term “transitional housing”. Similar to formal Transitional Housing programs, the Village enables residents to get control over their lives by breaking the cycle of waiting in lines for food and shelter. Through peer supports and access to resources like computers and phones, residents can pursue work, social services, and benefits. The Village also gives residents a sense of dignity and self-respect that many lose while they are on the streets. And it offers opportunities for residents to use their skills and develop new ones by taking on leadership roles, building their own dwellings, and participating in the community’s microenterprise and development projects.

In contrast to traditional Transitional Housing programs, however, residents and supporters emphasize that one of the Village’s strengths is that it allows residents the flexibility to stabilize on their own timelines and on their own terms. For some people, this can happen in a month, for others it takes much longer. An essay on Dignity Village’s website explains, “So now that I have this home, will I stay forever? No. The Village is my home until I am able to move on with my life, and soon, I hope. The average stay in Dignity Village is 18 months. Many stay for less, and a few stay longer. For now, this is the only home we know.”

The majority of the residents and stakeholders interviewed for this report described the Village as transitional or temporary. But for a small number of residents, the very notion of the Village as “transitional housing” is offensive. From their perspective, the Village is about having a home and a community. They view Dignity Village as an autonomous, semi-permanent “village”, similar to co-housing. As one long-time resident put it, “For people who have been here for a while, this is home. . . If you come here and decide to stay, nobody should be able to tell you to leave. This is not transitional housing, and not a campground. It’s a village. This is our home.”

These divergent views of the Village’s mission shape the way residents and stakeholders evaluate the Village’s outcomes. The differences in their perspectives make it difficult to know how to measure the Village’s success. If we are comparing it to emergency shelter or the streets, the yardstick is very different than if we are comparing it to Transitional Housing programs or co-housing. Subsequent sections of this report attempt to tease apart these differences and offer some recommendations about the most appropriate ways to describe and measure the Village’s performance.

#### **IV. DIGNITY VILLAGE’S RESIDENTS**

According to Dignity Village’s annual data report for fiscal year 2008-09<sup>1</sup>, the Village served a total of 122 homeless individuals in 2008-09, not including temporary overnight guests. Up to 60 people lived at the Village at any given time (with up to 10 additional overnight guests during winter shelter overflow.) A total of 69 new residents entered over the course of the year, while a total of 61 departed at some point during the year.

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<sup>1</sup> Data from Dignity Village’s annual report have not been independently verified.

Dignity Village’s data report offers the following demographic information for the 69 new residents who entered during 2008-09<sup>2</sup>:

### Gender

Of all new residents entering in 2008-09, 69% were male and 34% were female. In comparison, the gender breakdown in the 2009 Street Count of Unsheltered Persons was 72% male and 26% female. The percentage of females may be higher at Dignity Village than among the unsheltered homeless population because the Village is considered by many to be safer for women than the streets.

### Race and Ethnicity

The chart below shows the racial and ethnic composition of Dignity Village’s residents in comparison to (a) the city as a whole, (b) the unsheltered homeless population, and (c) people accessing homeless services. The comparison indicates that Dignity Village’s population is disproportionately White/ Caucasian compared to Portland as a whole and the general homeless population.

Race	Dignity Village	Portland <sup>3</sup>	Unsheltered Homeless <sup>4</sup>	All Served by Homeless Providers <sup>5</sup>
White/ Caucasian	93%	79%	67%	56%
Black/ African American	1%	7%	12%	20%
American Indian/ Alaskan Native	3%	1%	9%	9%
Asian	0%	7%	<1%	3%
Native Hawaiian/ Pacific Islander	1%	1%	1%	1%
Other/ Multi-racial	1%	6%	7%	10%
Refused	N/A	N/A	5%	3%
<b>Ethnicity</b>				
Hispanic/ Latino	4%	9%	9%	15%

### Age

The following chart shows the age breakdown for all new Dignity Village residents entering in 2008-09. The percentages of the population in each category are roughly comparable to the age breakdown for the unsheltered homeless population.<sup>6</sup> In both populations, the majority of residents are in the 31-50 age range.

<sup>2</sup> Due to the format of the reporting form developed by the Portland Housing Bureau, demographic data is only available for residents who entered the Village in FY 08-09, not for residents who were already at the Village before the start of FY 08-09.

<sup>3</sup> U.S. Census Bureau, 2005-2007 American Community Survey 3-year Estimates Fact Sheet, Portland. August 18, 2009.

<sup>4</sup> Report on the 2009 Portland/ Multnomah County Street Count of Unsheltered Persons, April 2009.

<sup>5</sup> Portland/ Multnomah County Homeless Management Information System, All Clients Demographic Data Report for 01/01/2009-07/01/2009.

<sup>6</sup> Report on the 2009 Portland/ Multnomah County Street Count of Unsheltered Persons, April 2009.



Age	% of Dignity Village residents
18-21	6%
22-30	21%
31-50	59%
51+	15%

## Employment

According to Dignity Village’s data report, 31% of residents in 2008-09 were employed, either full- or part-time. In addition, some residents receive regular income from SSI, SSD, or other benefits. Figures on the percentage of residents receiving benefits are not available.

## Disabling Conditions

Comprehensive data on residents’ disabilities are not available, but based on the observations of stakeholders and residents, it is clear that many of Dignity Village’s residents are affected to some degree by a combination of chronic medical problems, current or past addictions, mental health issues, physical disabilities, or cognitive issues. These disabling conditions are common within the homeless population. For example, the October 2008 Vulnerability Index found that 47% of respondents who were sleeping outside in Portland had acute and chronic health problems, mental health issues, and/or substance abuse issues.

While the Village’s residents struggle with a range of disabling conditions, the severity and frequency of these problems do not appear to be any worse at the Village than within the general homeless population. As one service provider working with the Village explained, “We do see a lot of people with diabetes, hypertension, and asthma, but that’s typical of the homeless population.” The Village generally does not serve the portion of the homeless population with the most severe problems, because in order to live at the Village, residents need to be able to live independently.

## V. OVERALL ASSESSMENT OF DIGNITY VILLAGE’S PERFORMANCE

The majority of stakeholders interviewed for this report characterized Dignity Village’s performance during the contract period as an overall success. Their explanations included:

- **The absence of major problems over the past two and a half years:** There haven’t been any major media stories about the Village, it has ceased to be a political lightning rod, and it appears to have become a stable part of the city’s response to homelessness.
- **Good success stories of residents moving to permanent housing:** While comprehensive figures do not exist on the total number of former Dignity Village residents who have transitioned to stable housing, there are many inspirational stories of former villagers who now have stable incomes, own or rent their own homes, and have become reintegrated into mainstream society.

- **Cost effectiveness:** The Village provides emergency shelter for 60 people each night at an extremely low cost. (See Section VIII for cost comparisons with emergency shelter and warming center beds.)
- **Physical improvements:** During the current contract term, the Village successfully moved to a new location within Sunderland Yard with the City's help, and replaced all of its tarp and tent structures with mostly wooden, semi-permanent structures. These changes have improved the Village's livability, its code compliance, and its visual impact on the neighborhood.
- **Self management:** The Village has developed its own governance structure and has managed to create a relatively stable, safe community. Rules have been developed and enforced. Residents who have caused major problems have been evicted. And the Village has demonstrated that homeless people can do a lot to solve their own challenges.
- **National model:** Groups from all over the U.S. and Canada have contacted the Village to learn more about its work. Supporters of the Village have spoken at national conferences, and the Village has hosted a number of out-of-town visitors interested in replicating the Village's model.

Of the stakeholders who did not describe Dignity Village as a success, all but two gave it a passing grade but emphasized the need for improvements. These stakeholders noted that the Village provides a useful alternative to sleeping on the streets, and that the Village has done reasonably well in managing the campground despite all of its inherent challenges. Common concerns that were expressed included:

- **Lack of financial self-sufficiency:** The Village has struggled to consistently meet its financial obligations under the contract.
- **Inconsistent follow through:** Village residents do not always follow through with requests from the City's Fire Bureau, Bureau of Maintenance, and Bureau of Development Services regarding code compliance. This has created concerns about the Village's safety and frustrations among City staff.
- **Incomplete site development:** The Village has not followed through on all of its site development plans, leaving some elements like the bathrooms incomplete. Some of the completed development deviates from submitted site plans.
- **Frequent barriers:** Unanticipated regulatory barriers and fees have thwarted several of the Village's microenterprise and development projects.
- **Reporting challenges:** Tardiness and inaccuracies in the Village's quarterly reports have created challenges for the City's contract manager.
- **Inadequate transitions to permanent housing:** Several stakeholders expressed a concern that not enough residents are successfully transitioning out of the Village to permanent housing within an appropriate timeframe.

Based on these and other concerns, one City staff person defined the Village as a failure. He described the Village as “sub-standard housing in a bad location” and noted that the residents should be transitioning out more quickly than they seem to be. But even this critic suggested that the Village might be able to overcome its challenges with additional investment and commitment from the City.

## **VI. EVALUATION OF SPECIFIC CONTRACT COMPONENTS**

This section of the report analyzes the Village’s performance in fulfilling the specific provisions of its contract with the City. Each sub-section summarizes the Village’s accomplishments and challenges related to a specific contract provision, and then offers some recommendations. This assessment is based on an analysis and interpretation of all the interview respondents’ feedback as well as other data. Obviously not all the respondents agreed on every point; the analysis aims to summarize the core themes shared by a majority of respondents.

### **1. PHYSICAL DEVELOPMENT AND MAINTENANCE**

#### **Accomplishments:**

- Successfully completed the move to the new site at Sunderland Yard. Everyone seems to agree that the new location is an improvement.
- Replaced all of the tents and tarps with mostly wooden structures built on raised platforms.
- Replaced the common room with an upgraded building with heat and electricity.
- Made physical upgrades that improve the Village’s appearance.

#### **Challenges:**

- Lack of insulation and inability to heat the individual structures safely and consistently.
- Efforts to replace the portable toilets with semi-permanent bathrooms have been stalled by unanticipated System Development Charges that the Village can’t afford.
- Other elements of the development plan are incomplete, including the creation of a kitchen, meeting space (for social services, AA meetings, etc.), and large raised garden beds designed to address drainage issues.
- Some of the newly built structures do not fully comply with the City’s design guidelines. For example, some of the structures exceed recommended height limitations, which will make it difficult (and potentially impossible) to move the structures to another site in the future.
- Lack of formal written agreements regarding site design guidelines, development plans, and issues like the use of individual heaters has led to frustration and confusion among the various stakeholders.

**Recommendations:**

- A. Convene an ad hoc Site Plan Workgroup of the relevant City bureaus and Village leaders to develop formal agreements regarding site design guidelines, development plans, and other issues related to the physical plant. Include the agreements as an addendum to the Village's contract.
- B. Create an ongoing Coordinating Committee that brings together relevant City bureaus and other stakeholders to work collaboratively with the Village to develop a process, timeline, and strategies for accomplishing the agreed upon development plan (including any required modifications to existing structures). Offer support to the Villagers as needed to insure successful implementation.
- C. Work collaboratively with the Village to develop a creative solution to cover the costs of required System Development Charges in order to enable the Village to complete its development plans, including construction of a bathroom and shower facility.

**2. TRANSITIONING RESIDENTS INTO PERMANENT HOUSING****Accomplishments:**

- Of all the residents served in 2008-09, 79% stayed at Dignity Village for two years or less, which is the usual time limit for formal Transitional Housing programs. More than 60% were there for six months or less.
- Twenty-one percent of residents who left Dignity Village during the 2008-09 fiscal year transitioned into more stable housing, including 18% who entered permanent housing.
- Many of the Village's residents feel that it provides a supportive environment that enables people to stabilize their lives on an appropriate time schedule. They say that the lack of a firm deadline for moving out enables people who do not fit into any other service models to succeed at the Village.

**Challenges:**

- The Village is referred to as "transitional housing" in its contract, but it is not realistic to hold it to the same standards as formal Transitional Housing programs that have professional staff, extensive public and private funding, and provide ready access to case management, treatment, and other services.
- Seventy percent of residents who left the Village in 2008-09 returned to homelessness. This figure may be partially due to the fact that fewer than 40% of residents were at the Village for more than six months (which may not be enough time to stabilize), and 34% were kicked out for rules violations.
- A total of 10% of residents served in 2008-09 had been at the Village over three years. This includes 3% who had been there for 8-10 years.

Length of stay	Of residents who left during the year	Of residents who remained at end of year	Of all residents #	Of all residents %
Less than 1 month	41%	11%	32	26%
1-2 months	20%	8%	17	14%
3-6 months	18%	24%	26	21%
7-12 months	3%	10%	8	7%
1-2 years	8%	15%	14	11%
2-3 years	5%	19%	15	12%
4-5 years	3%	10%	8	7%
6-7 years	0%	0%	0	0%
8-10 years	2%	3%	3	3%

Destinations of those who left the Village in 2008-09	%
House or apartment	13%
Family/ friends (permanent)	5%
Family/ friends (temporary)	3%
Jail/ prison	3%
Homeless	70%
Other	7%

Reasons for leaving for those who left the Village in 2008-09	%
Departed voluntarily	57%
Departed for rules violations	34%
Unknown reason	8%

- Self-management creates a tension between the stability of the community and the ability of individual residents to transition out. Many current and former residents said that after they started to stabilize their own lives, they felt they needed to give back to the Village by taking on a leadership role. They acknowledged that the amount of time required for their leadership work made it more difficult to focus on paid work or other steps necessary to enable them to move out. Because of this tension, in order to continue to exist as a self-sustaining organization, the Village may need to have a core group of residents who have been there longer than one or two years.
- According to residents, while most villagers would prefer to live indoors, a small handful of villagers do not seem interested in transitioning to more stable housing. Some of these residents make important contributions to the Village’s self-management, but others do not. If they were pressured to leave, many of these long-timers would probably not be able to transition effectively into mainstream society and could end up back on the streets.

**Recommendations:**

- A. Use an alternative term such as “temporary housing”, “transitional dwellings” or “alternative housing” to distinguish the Village from formal Transitional Housing programs.
- B. Explore the possibility of contracting with one or more non-profit partners to provide on-site housing placement and benefits screening, in order to increase the rate at which villagers transition into stable housing.<sup>7</sup>

<sup>7</sup> The Village Council specifically endorsed the idea of having JOIN provide an outreach worker on site to assist residents with housing placement. JOIN has a strong housing placement record and works in partnership with the Benefits Advocacy Coalition to help people secure benefits. If these organizations were willing to provide on-site

- C. Recognize that at any given time, there will need to be a small core of longer term residents at the Village in order to support its self-management. Encourage the Village to foster an internal expectation that residents who are at the Village longer than two years should contribute to the running of the community.
- D. Encourage residents and supporters who want the Village to be available as a long-term housing option to develop a strategic plan for transitioning to privately owned land.<sup>8</sup> Consider providing City funding to enable the Village to hire a consultant to help facilitate a strategic planning process.

### **3. SELF-MANAGEMENT**

#### **Accomplishments:**

- The Village has successfully developed basic rules and created systems for enforcing them. The high rate of evictions demonstrates the Board’s ability to enforce “one-strike” rules prohibiting violence, theft, and other significant rules violations.
- Over time the Village has made improvements to its management systems based on past experiences. In particular, improvements in the mechanisms for weeding out problem residents through evictions have increased stability at the Village.
- The Village has developed an effective, ongoing security presence staffed entirely by Village residents.
- Residents report feeling safe at the Village, and they feel that their belongings are safe.
- The Village has developed and implemented a nonprofit organizational structure and internal policies, such as Board elections, intake procedures, etc.
- Self-management is at the core of the Village’s model, and the villagers place a high value on the importance of being self-managed. The Village’s success at self-management builds a sense of confidence and ownership that helps villagers in the process of stabilizing their lives.

#### **Challenges:**

- Frequent leadership turnover and a lack of internal systems for leadership training and transition undermine continuity and create ongoing challenges in performing the duties of a nonprofit Board.

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services at the Village, the City would need to provide funding to support their staffing costs, as well as some limited funding for short-term rent assistance.

<sup>8</sup> Under state statute, a Designated Campground must offer temporary, not permanent housing. The statute does not define specifically what “temporary” means, but if a significant portion of the Village’s residents are there for an extended period of time, the campground will no longer meet a commonsense understanding of “temporary.”

- While the Village has partnered well with the City in certain respects, City stakeholders cite a lack of consistent follow-through and accountability on some issues.
- The departure of the Village founders, ongoing leadership turnover, and limited leadership or organizational skills among the residents have resulted in a level of disorganization that has slowed or undermined progress on site development and other large projects.
- The lack of a private meeting space makes it difficult to conduct the work of the organization and to effectively perform necessary management duties that require privacy or confidentiality.
- The villagers report challenges in holding residents accountable. Clear one-strike-and-you're-out infractions such as violence or theft are dealt with effectively by the Board, but the Village struggles with how to handle less severe problems that require more nuanced responses.
- Like any other community, the Village must deal with personality conflicts among residents. The issues, which are typical for any self-managed community, are heightened by the lack of privacy at the Village.

### **Recommendations:**

Several external stakeholders recommended that the City finance a non-profit or for-profit entity to contract with the Village to provide a range of management support services that would improve the Village's levels of organization and follow-through. However, the Village Council and Board were not supportive of this idea. They view self-management as an essential component of their model and believe that paid staff would undermine their autonomy. The City should work with the Village to explore alternative ideas that would not involve paid staff. For example:

- A. Explore the feasibility of connecting the Village with one or more nonprofits which could provide training, coaching and mentoring to the Village's Board upon request. Areas of support could include IT, work planning, fundraising, helping to set up administrative and record keeping systems, etc.<sup>9</sup>
- B. Consider providing City funding to enable the Village to hire a consultant to facilitate a long-term strategic planning process including a fundraising plan.<sup>10</sup>
- C. Encourage the Village to explore the possibility of securing Americorps volunteers or interns to help the Board with administrative and asset management tasks.

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<sup>9</sup> The City would probably need to provide some funding to the partner non-profit(s) to cover the cost of their staff time. This role could potentially be filled by the same non-profit that provides on-site housing placement support (see Recommendation 2B).

<sup>10</sup> The Village's recent work with Microenterprise Services of Oregon offers an effective model for other technical assistance relationships. The villagers are very positive about their work with MESO, and MESO reports that the villagers who have spearheaded the microenterprise effort have been good to work with and have responded well to MESO's technical assistance.

- D. Encourage the Village to explore the creation of an Advisory Committee to provide support with leadership training, create greater leadership consistency, and offer coaching and technical support with self-management and governance issues.

#### **4. FINANCIAL SELF-SUFFICIENCY**

##### **Accomplishments:**

- The Village has managed to cover its basic operating expenses on a fairly consistent basis. As external donations have dried up with the economic downturn, the Village reduced its monthly expenses in order to remain within its budget.
- An estimated 50-75% of all Village residents have monthly incomes from work or benefits, including 31% who have some form of employment. All villagers are required to contribute \$20 per month towards operating expenses. Those with incomes often cover the contributions for those without.
- The Village has worked with Microenterprise Services of Oregon (MESO) to establish a business entity, Dignity Dogs, which aims to provide job experience to residents while generating a revenue stream for the Village. Dignity Dogs has leased a permanent site for a food cart operation near Oaks Park and began operations in a newly refurbished food cart in December 2009. The Village's technical advisor at MESO is optimistic that the cart will begin to generate a profit by Spring 2010.

##### **Challenges:**

- The Village has struggled to fulfill all of its financial obligations to the City. For example, in 2008, the Village was unable to pay the cost of insurance to indemnify the City (which at that time cost about half of the Village's annual budget). To avoid a lapse in insurance coverage, the City agreed on a one-time basis to pay the annual insurance premium. The City amended the contract to require the Village to set up an escrow account for future insurance payments, a level of micro-management that is unusual for City contracts. The Village subsequently managed to negotiate a lower insurance premium with its insurance carrier and has since been able to cover the insurance costs on its own.
- The Village's development and microenterprise plans have been frequently set back by unanticipated permit fees and System Development Charges (SDCs). For example, the Village has secured the donations and designs necessary to build a bathroom and shower facility that would include a small meeting room, but its plans were stymied by approximately \$15,000 in SDCs that it cannot afford to pay.
- Some stakeholders cited the costs to the City for infrastructure improvements at Sunderland Yard as evidence of the Village's lack of financial self-sufficiency. In fairness to the Village, however, the City agreed to pay these costs as part of the City's requirement that the Village move to a different site at Sunderland shortly after signing the current contract.
- The Village has not developed effective systems for maintaining ongoing communication and relationships with donors and outside supporters. Some previous supporters have drifted away from the Village due to lack of contact. Some early donors withdrew their financial support because they felt the Village did not show adequate appreciation or



respect. The current leadership at the Village does not seem to have the necessary networks and skills to develop and maintain effective relationships with new supporters and donors.

- While the Village has written some successful grant proposals, it struggles with grant writing and fundraising due to lack of expertise, lack of capacity, and inadequate seed money to underwrite successful fundraising events. Individual donations have dropped almost to zero in the economic downturn. And the Village's grant writer says that it is difficult to find grants to cover the operating costs of the Village rather than special projects.
- Some of the Village's microenterprise efforts have failed because of unanticipated regulatory codes. For example, the Village set up a daily "garage sale" that sold donated items for a small profit. Although it was an ad hoc, informal operation, it provided a valuable contribution to the Village's operating budget and offered a viable ongoing income source. However, a daily garage sale violated regulatory codes, and the City required the Village to replace the ongoing sale with less frequent events.

### **Recommendations:**

Many stakeholders argued that it is unrealistic to expect the Village to be financially self-sufficient, given that there are few homeless services non-profits in Portland doing significant work without government money. Even those stakeholders most critical of the Village's progress suggested that in order for the Village to be a sustainable model, the City should provide additional resources. The Village should continue to be responsible for covering its basic operating costs and for contributing substantial in-kind resources, but the City should consider potential strategies to reduce the Village's cash costs in order to increase its financial sustainability. For example:

- A. Consider covering the monthly costs for infrastructure such as water and sewer, and possibly insurance.
- B. Explore the feasibility of creating a small fund to be used at the discretion of the Coordinating Committee (see Recommendation 1B) to cover the costs for development fees and materials to support code compliance.
- C. As part of the creation of a formal site development plan (see Recommendation 1A), identify any necessary SDCs or permitting fees in advance. Develop a plan for cost sharing or fee waivers to insure that implementation of the plan isn't undermined by the Village's inability to pay the fees.<sup>11</sup>
- D. Per Recommendation 1C, work collaboratively with the Village to develop a payment strategy for the \$15,000 in SDCs for the Village's bathroom and shower facility. The vast majority of stakeholders, including staff from City bureaus, felt that the City should either waive these fees or pay for them directly. If this isn't possible, the Bureau of Development Services could allow the Village to pay the fees over time by using the \$900 per month that is currently going towards the rental of portable toilets.

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<sup>11</sup> If similar fees would normally be waived (or paid by the Portland Housing Bureau) for affordable housing developers or shelter providers, then they should be waived (or paid by PHB) for Dignity Village.

## **5. ACCESS TO SERVICES**

### **Accomplishments:**

- Dignity Village residents provide one another with a unique form of peer support that many villagers identified as critical to their stabilization. For example, villagers who have overcome their addictions provide support to residents who are struggling through withdrawal. Villagers who are working often connect other villagers with their employers. And the villagers share information with one another about outside resources, programs, and strategies for getting their needs met.
- The Village offers some basic resources on site that enable people to reconnect with the broader community and look for work, such as access to a telephone, computer, internet, and showers.
- Through partnerships with other organizations, the Village has been able to offer residents access to on-site counseling, drug and alcohol classes, and applications for food stamps. The Outside In Mobile Medical Clinic has visited the Village twice a month for more than six years, providing acute and chronic healthcare and mental health counseling.
- Dignity Village's microenterprise efforts offer Villagers experience in business development as well as job experience.
- The Village has developed relationships with faith-based groups such as Agape Church, which has provided extensive support through its members and volunteers, offering a range of skills such as counseling services and informal mentoring.

### **Challenges:**

- The Village's lack of professional staff and resources precludes it from providing more intensive services on site. It has worked to meet residents' needs through partnerships with service providers, but having more consistent services available on site, such as housing placement assistance, would help to support more successful outcomes.
- The Village provided a broader array of on-site services in prior years than are currently available. The current leadership does not appear to be actively working to foster and maintain ongoing relationships with a strong network of service providers.
- The residents engaged in the Village's microenterprises are not permitted under the Village's internal rules to earn a salary from their work. On the one hand this means that all the profits are reinvested into the Village. But it also makes it more difficult for the workers to become financially stable and able to move into more traditional employment.
- The Village's location makes it geographically difficult to access most services.

### **Recommendations:**

- A. Clarify the language in the contract to make it clear that the Village itself does not provide a formal service program, but instead offers peer support, information and referral, and partners with appropriate agencies to make services available to residents as needed.

- B. Per Recommendation 2B, explore the possibility of contracting with non-profit partners to provide on-site support with housing placement and benefits screening.
- C. Provide bus tickets to enable villagers to more easily access mainstream social services.
- D. Encourage the Village to develop relationships with a wide range of organizations to offer a broader array of services on site. This could include partnering with a graduate level social work program to provide interns to do counseling, inviting more service agencies to come to the Village on a regular basis to make their services available to interested residents, etc.

## **6. SAFETY AND SANITATION**

### **Accomplishments:**

- The Village has generally complied with the Fire Marshall's requirements for code compliance in the site's common areas, such as keeping fire lanes clear. The villagers feel that they have a good relationship with the Fire Bureau.
- The Village's built structures meet the codes that BDS has set forth for them. Once there are appropriate restrooms, the standards set by BDS will be met. (Note: This standard is looser than regular building codes and is based on BDS staff's interpretation of the State statute under which the Village operates.)
- The Village has covered the costs for monthly rental of portable toilets and met other basic sanitation requirements.

### **Challenges:**

- Individual villagers are not always responsive to requests by the Fire Bureau or BDS to modify their structures in order to comply with fire and building codes. They are verbally responsive, but their follow through is limited. The Board seems unable or unwilling to hold residents accountable for complying with the codes. The lack of follow through has created significant frustration for City staff who feel they have no leverage to require the residents to fix code violations.
- The lack of bathrooms and showers creates sanitation concerns for City staff and other stakeholders. The villagers report that by the time the portable toilets are due for servicing, they are in pretty bad shape. The current shower arrangement is sub-standard.
- There are no written agreements specifying the rules for individual units, resulting in confusion and conflicting interpretations of the rules. For example, while some City bureaus were under the impression that heaters were prohibited in individual units, the Fire Bureau provided the villagers with individual propane heaters to enable them to heat their individual structures more safely.
- The City bureaus that are required to interface with the Village around safety and sanitation issues have not had a regular channel for communication and coordination with one another regarding their work with the Village.

- Because the Village is an “out of the box” project, it is unclear what tools City bureaus can use to gain compliance with code requirements. For example, the Fire Bureau typically does not regulate the interiors of individual housing units; the housing inspector does. But it is unclear with the Village whether the individual units are the responsibility of the Fire Bureau or BDS. Similarly, while BDS and the Fire Bureau usually use fines to hold building owners accountable for complying with codes, fines are a relatively meaningless tool at Dignity Village.

**Recommendations:**

- A. Prioritize development of the bathroom and shower facility, and work collaboratively to overcome the barriers (per Recommendation 1C).
- B. Work with the City Attorney’s Office to identify mechanisms for insuring accountability with code enforcement, and specify those mechanisms in the Village’s contract. Clarify the roles and relationships of City bureaus and Dignity Village’s Board as the campground manager in issuing warnings and imposing penalties on residents who do not comply with City inspectors’ requests.
- C. Create a written agreement clarifying the rules for individual units, as part of the broader design and development plan (per Recommendation 1A).
- D. Create a Coordinating Committee that brings together all the relevant City bureaus to better coordinate their work with the Village (per Recommendation 1B).

**7. REPORTS TO THE CITY**

**Accomplishments:**

- The Village is currently up-to-date on its required quarterly reports, having recently submitted a 1<sup>st</sup> quarter report for FY 09-10 and a corrected year-end report for FY 08-09.

**Challenges:**

- The Village’s quarterly and annual reports are almost always late, sometimes by months, and they frequently include errors.
- Managing the Village’s contract requires a level of micro-management and “hand-holding” that takes more staff time than any other homeless services contract managed by the Portland Housing Bureau.
- Frequent leadership turnover and communication challenges make it difficult to maintain basic information such as a current roster of Board members and their e-mails. Getting a timely response to e-mails or phone calls is often difficult.
- The villagers acknowledge that they have struggled to get their reports done in a timely manner. Some blame this on frequent leadership turnover. Others say they don’t have the necessary skills in-house. Yet others say they have the necessary skills but lack the time or

the discipline to get it done. Many of the villagers complain that the required reports ask for too much detail, violate their desire to maintain residents' privacy, and are difficult to produce.

**Recommendations:**

Some stakeholders proposed having the Village or City contract with a nonprofit entity to provide staff support with administrative and reporting requirements. However, the Villagers were not supportive of this idea and insist that they should take responsibility for the reporting. They feel that accepting staff support for this responsibility would undermine their autonomy and make them more like a shelter and less like a self-managed community. The City should explore ways to modify the reporting requirements to insure timely and accurate completion of the reports. Possibilities include:

- A. Per Recommendation 2D, explore funding a nonprofit to provide coaching and mentoring to help the Village set up data collection systems and reporting tools.
- B. Work with the Village to identify the minimum level of information that is necessary to collect, and figure out the easiest way to frame the questions to fit with the Village's current data collection practices.
- C. Explore alternative formats for gathering the data. For example, perhaps the villagers (or a group of volunteers) could conduct a short face-to-face survey of residents twice a year and then send the survey forms to the City.
- D. Per Recommendation 4A, create more incentives for timely submission of reports. Unlike other contractors, Dignity Village has little incentive to submit reports on time, because it is not receiving any direct funding from the City. If the City were paying for the Village's water and sewer costs, the City could require timely submission of the reports as a condition for continued payment.

**VII. ANALYSIS OF THE VILLAGE'S COSTS**

This section provides an analysis of the Village's direct and indirect operating costs. The analysis includes the City's costs to provide infrastructure at the Village's site, City Bureaus' staffing and materials costs, and the Village's internal operating expenses.

**RELOCATION INFRASTRUCTURE COSTS**

When the City relocated the Village to a new site at Sunderland Yard, it agreed to provide a re-developed asphalt pad at the yard and to provide approximately the same level of infrastructure that was present just prior to relocation. These relocation costs included:

- Electrical service
- Sanitary and storm sewers
- Site drainage
- Potable water

- Fencing
- Concrete
- Moving of dirt berm
- Asphalt and paving
- Waived BDS fees

These improvements cost the City approximately \$184,413 and were shared by the Water Bureau, Bureau of Environmental Services, Bureau of Development Services, Bureau of Housing and Community Development, and Office of Transportation.

### **CITY BUREAU COSTS**

The following chart shows an estimate of additional costs of Dignity Village to various City bureaus, based on estimates provided by bureau staff.

<b>BUREAU</b>	<b>DESCRIPTION OF COSTS</b>	<b>COSTS IN 2008-09</b>
Portland Housing Bureau	Contract manager's time in problem solving, coordination, ensuring completion of quarterly reports, receipt of bank statements, and handling contract amendments. Estimated to be twice the amount of time required for a typical contract.	\$4,500
Portland Bureau of Transportation	Time and materials to perform minor maintenance on campground infrastructure, staff time inspecting the campground or speaking to Village representatives about issues.	\$4,017
Portland Fire Bureau	On-site inspections and follow-up; off-site staff time; parts for heaters. (Heaters were purchased previously for \$5,000)	\$1,973
Bureau of Development Services	Staff time on- and off-site.	\$4,500
Total		\$14,990

### **DIGNITY VILLAGE TOTAL COSTS**

Dignity Village's operating costs are approximately \$2,424 per month, or \$29,088 per year. They include:

- Portable toilets
- Garbage
- Internet, phone, office supplies
- Insurance
- Water and sewer

The total annual cost of the Village, including internal operating costs and the costs to the City bureaus cited above, is approximately \$44,078. If we include the infrastructure costs, pro-rated over a three-year period, we get a total cost of \$105,549 per year. This is the equivalent of \$4.82 per bed night, if the Village is serving the maximum occupancy of 60 residents each night.

## VIII. COMPARISONS TO OTHER HOMELESS SERVICE MODELS

In an effort to provide a context for analyzing the Village’s cost effectiveness, this section compares the Village’s overall costs and its performance outcomes to more traditional homeless service models such as Emergency Shelter and Transitional Housing.

### COST COMPARISONS

The following chart shows the estimated average cost per bed night for a range of different homeless assistance programs. These costs are rough approximations based on operating cost data from a small sample of example programs for each program type. The figures include varying levels of administrative and services costs for each program, so they are not comparable to one another with any level of precision. The comparisons are intended to provide a ballpark cost range for the different programs for the purpose of evaluating Dignity Village’s cost effectiveness. The figures should not be used to assess the cost effectiveness of other programs in comparison to one another because the sample size is too small, and the comparisons are imprecise.

Except for Dignity Village, the figures do not include the City’s costs for contract management and code enforcement. Since these costs may be higher for Dignity Village than for other comparable programs, these costs have been included in the Dignity Village figure. However, this is a conservative approach that most likely over-inflates the Dignity Village costs per bed night in comparison with the other programs.

<b>Program type</b>	<b>Program examples from which data was drawn</b>	<b>Estimated average cost per person per night</b>
Dignity Village	Dignity Village	\$4.82
Warming Centers	Winter warming centers for families and individuals <sup>12</sup>	\$12.59
Emergency Shelters	Salvation Army’s HOMES Men’s Shelter and Transition Projects’ Glisan Shelter	\$20.92
Rent Assistance	JOIN KNAC rent assistance and client services <sup>13</sup>	\$24.60
Supportive Housing	Cascadia BHC and Transition Project’s OTIS Project <sup>14</sup>	\$32.37
Emergency Motel Vouchers	HAP Short Term Rent Assistance program’s emergency motel vouchers	\$54.00
Transitional Housing	Outside In and New Avenues for Youth Transitional Housing for youth <sup>15</sup>	\$66.56

<sup>12</sup> Provides an indoor space open at night during the winter months with minimal staffing and no services. The estimated cost is based on the operating costs for the program. The space is provided at no cost.

<sup>13</sup> Estimated average cost includes full rent payments in private market units plus client services such as bus passes, phones, etc. It does not include other staff time costs.

<sup>14</sup> Provides partial rent assistance (clients pay 30% of their income towards rent) and supportive services in scattered site units. The cost estimate includes operating costs, case management, and some administrative costs.

These comparisons indicate that Dignity Village offers an extremely cost effective alternative to other shelter options, For about one-third of the cost of Warming Centers, and one-quarter the cost of Emergency Shelters, Dignity Village provides shelter for 60 people who would otherwise be homeless. The cost for more service intensive programs such as Transitional Housing and Supportive Housing are six to thirteen times higher than the cost of Dignity Village.

## **OUTCOME COMPARISONS**

In an effort to put Dignity Village’s housing placement data into perspective, the Portland Housing Bureau compiled summary data on exits from a sample of Emergency Shelter and Transitional Housing programs in the City’s Homeless Management Information System. All of the sample programs used for this comparison offer case management or supportive services provided by professional staff in addition to congregate shelter or housing.

The following chart offers a ballpark comparison between Dignity Village’s outcomes and those of professionally staffed, publicly and privately funded programs. The time periods that the data cover and some of the data fields do not precisely match one another, so the comparisons should be viewed as approximations only.

		<b>Dignity Village<sup>16</sup></b>	<b>Emergency Shelter<sup>17</sup></b>	<b>Transitional Housing<sup>18</sup></b>
<b><i>Length of stay for all residents served during operating year</i></b>	<1 month	26%	34%	9%
	1 - 6 months	35%	62%	34%
	7 - 12 months	7%	3%	32%
	1 - 2 years	11%	<1%	24%
	> 2 years	22%	0%	2%
<b><i>Reasons for departure for those who left</i></b>	Voluntary	57%	52%	63%
	Involuntary	34%	18%	12%
	Other/ Unknown	8%	30%	25%
<b><i>Destinations for those who left</i></b>	Permanent housing	18%	24%	54%
	Temporary housing	3%	22%	5%
	Institution	3%	1%	3%
	Homelessness	70%	7%	6%
	Other	7%	3%	3%
	Unknown	0%	41%	28%

<sup>15</sup> Cost estimates include rent assistance, case management, and supportive services. These programs were selected as comparisons because they serve a general homeless population. Most transitional housing programs serve families and/or households with specific service needs, such as Alcohol and Drug Free Housing.

<sup>16</sup> Data based on Dignity Village’s annual data report for 07/01/08 – 06/30/09.

<sup>17</sup> Data based on Homeless Management Information System reports for Salvation Army SAFES, Transition Projects Glisan Center, and Transition Projects Jean’s Place for 7/01/2009 – 12/31/2009.

<sup>18</sup> Data based on Homeless Management Information System reports for Cascadia Royal Palm, CCC Estate, CCC Shoreline, Janus Youth Programs Shelters, Luke-Dorf Bridgeview, Northwest Pilot Project Pathways, TPI Key Not a Card, and TPI Jean’s Place Level 2/3 for 7/01/2009 – 12/31/2009.



These data comparisons indicate that a higher proportion of Dignity Village residents are exiting within six months compared to Transitional Housing residents, though the percentages are not as high as the percentages of clients exiting Emergency Shelter within six months. A higher portion of Dignity Village residents are also staying longer than two years compared to residents of Transitional Housing or Emergency Shelters. However, the difference in the percentage of Dignity Village and Transitional Housing residents staying longer than two years is only 20%. This difference may be partially due to the need for Dignity Village to retain a core group of long-term residents to lead its self-management efforts, as described earlier.

The percentage of residents exiting to permanent housing is 6% lower for Dignity Village than for Emergency Shelters, and 36% lower than Transitional Housing. This is not too surprising, given that the Emergency Shelter and Transitional Housing programs offer professionally staffed case management or supportive services, and many are sponsored by large organizations with access to rent assistance and/ or affordable or subsidized housing units.

More troubling is the fact that 70% of Dignity Village residents exited to homelessness, compared to only 7% for Emergency Shelter and 6% for Transitional Housing. However, if we include the percentage of residents who exited to “Unknown” destinations (which presumably is heavily skewed towards those exiting to homelessness) the comparisons are less stark: 48% for Emergency Shelters and 34% for Transitional Housing.

Dignity Village residents are kicked out at a higher rate than residents in Emergency Shelter or Transitional Housing programs. This may be a reflection of lower screening criteria at the Village, but it also demonstrates that the Village’s self-management system is working to enforce the rules. The higher percentage of residents who were kicked out may partially explain the higher percentage of exits to homelessness among Dignity Village residents compared to the other programs.

The cost comparisons with other programs suggest that the most appropriate comparison for Dignity Village may be the Warming Centers. Without the resources to provide a level of professional services comparable to Emergency Shelters or Transitional Housing programs, the Village should not be expected to produce outcomes on par with those programs. Unfortunately, the Warming Centers are not required to collect outcome data. In general, however, their success is measured by how many people they shelter each night. Based on this criterion, Dignity Village has been very successful. It has consistently provided shelter for 60 people per night, at one-third the cost per bed night of the Warming Centers.

## **IX. IMPACT ON THE NEIGHBORHOOD**

Feedback from the Village’s two neighboring businesses and one residential neighbor suggests that the Village has had little impact on the surrounding neighborhood during the contract period. The residential neighbor said that the Village has been a great neighbor. There were some issues with villagers and their visitors loitering in the neighborhood a few years ago, but that doesn’t happen anymore. The villagers have been responsive neighbors, even sending a representative one night to let the neighbors know that they had left the lights on in their car. The neighbor wholeheartedly supports the Village’s continued presence at Sunderland Yard into the indefinite future.

The nearby businesses noted that there were some issues with unsightliness and disorderly behavior a number of years ago, but that the situation has improved since the Village moved to its new site. They said the Village has cleaned up considerably, and the Villagers try to be proactive in addressing potential problems. Both businesses expressed some concern about whether the Village is up to code, and cautioned the City to make sure that the Village does not pose a fire hazard to the neighborhood. One business opposes the Village for political reasons, and said he fears that even though the Villagers have not caused any problems lately, proximity to the Village may have a negative effect on his business' reputation. The other business would support a renewal of the Village's contract with the City, as long as the size does not increase and the Village maintains its code compliance.

**Police statistics:**

A total of 43 calls to 911 have resulted in dispatch of Portland Police to Dignity Village over the past three years. On a per capita basis, the number of calls is lower than comparable data for the city as a whole:

- 2007: 14 calls (.23 per capita compared to citywide .39 per capita)
- 2008: 17 calls (.28 per capita compared to citywide .37 per capita)
- 2009: 9 calls (.15 per capita compared to citywide .31 per capita)

Over the three year period, the most common calls were for disturbance (7 calls), medical assist (4 calls), and unwanted person (5 calls).

The two Portland Crime Prevention Coordinators who were assigned to Dignity Village from July-Dec 2009 and June-Dec 2009 respectively each said that they had no direct complaints about Dignity Village and almost no contact with the Village during the period of time that they were assigned to Sunderland.

## **X. RECOMMENDATIONS**

### **CONTRACT RENEWAL**

Based on the findings of this evaluation, the City should renew Dignity Village's management contract for another three-year term. The contract should be modified to incorporate the recommendations outlined in Section VI of this report.

**Contract modifications:**

- Convene a Site Plan Workgroup to develop an updated site development plan and site design guidelines to be included as an addendum to the new contract. (Recommendations 1A, 4C, 6C)
- Work with the City Attorney's office to identify mechanisms for insuring accountability with code enforcement, and specify those mechanisms in the contract. (Recommendation 6B)
- Consider transferring the monthly costs for infrastructure such as water and sewer, and possibly insurance, to the City. (Recommendations 4A, 7D)

- Explore the feasibility of creating a small fund to be used at the discretion of City bureaus to cover the costs for development fees and materials to support code compliance. (Recommendation 4B)
- Explore the possibility of contracting with partner non-profits to provide enhanced on-site support to Villagers with housing placement and accessing benefits. (Recommendations 2B, 5B)
- Explore the possibility of contracting with a non-profit or consultant(s) to provide the Village with organizational development and strategic planning coaching and technical assistance. (Recommendations 2D, 3A, 3B)
- Work collaboratively with the Village to develop a creative solution to cover the costs of required System Development Charges in order to enable the Village to complete its development plans, including semi-permanent bathrooms. (Recommendations 1C, 4D, 6A)
- Provide bus tickets to enable villagers to more easily access mainstream social services. (Recommendation 5C)
- Modify the Village's data reporting requirements to insure timely and accurate completion of required reports. (Recommendations 7A, 7B, 7C)
- Use an alternative to the term "transitional housing" in the contract, to make it clear that the Village is a unique program that is distinct from typical Transitional Housing programs. (Recommendation 2A)
- Clarify the language in the contract to make it clear that the Village offers peer support, information and referral, and partners with appropriate agencies to make services available. (Recommendation 5A)

**Proposed process and timeline for contract development:**

- Portland Housing Bureau (PHB) develops proposed modifications to the contract terms based on the recommendations in this report (February 2010)
- PHB convenes a workgroup of all the relevant City bureaus to present the report's findings and the proposed contract terms and gather feedback (March 2010)
- Bureau of Development Services convenes a Site Plan Workgroup of relevant City bureaus and Dignity Village leaders to develop a formal agreement regarding design guidelines and development plans, to be included as an attachment in the final contract<sup>19</sup> (March-May 2010)
- PHB meets with potential nonprofit partners and Village leaders to explore the possibility of creating a City-funded Dignity Village outreach worker position housed at a partner agency to provide housing placement support services on site; and partnering with a nonprofit to offer organizational development coaching and mentoring assistance (March-April 2010)

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<sup>19</sup> Hank McDonald at BDS is willing to compile all the previous informal agreements into a summary document to use as a starting point for discussions.

- Representatives from PHB, Dignity Village, the City Attorney's office, and Dignity Village's legal representative negotiate specific contract language (April-May 2010)
- PHB works to incorporate any necessary funding for the new contract into the 2010-2011 budget process (February-May 2010)
- Contract is presented to City Council for approval (June 2010)

### **Structures to support contract implementation:**

- Per Recommendations 1B and 6D, create a Coordinating Committee under one City Commissioner that includes representatives from the relevant City bureaus to support ongoing communication and coordination around the City's work with Dignity Village. (July 2010)

The committee should meet on a regular basis to:

- Share information and develop coordinated responses to issues;
  - Interface with the Village to coordinate work parties or other collaborative efforts to get projects done;
  - Make recommendations to the Commissioner about waiver of permit fees and SDCs;
  - Manage a small fund to be used to cover costs for materials or fees to support implementation of the development plan as the committee deems appropriate.
- Assign a City staff person or a consultant to be the lead point person to convene and facilitate the committee, coordinate the efforts of all the City agencies, interface with the Village, and monitor the contract. This role goes far beyond the typical contract management role and should therefore be filled by someone with the necessary hours available to play the role. (July 2010)

### **RECOMMENDATIONS BEYOND THE CONTRACT**

In the course of the evaluation, various recommendations emerged about ways to better support Dignity Village's success. These recommendations are not directly relevant to the contract, but are still worth noting. The City could potentially play a role in helping to pay for consultants or technical assistance to help Dignity Village's Board to explore these ideas, but whether to pursue these ideas should be the sole decision of the Board.

#### **Advisory Committee**

Several supporters and former residents encouraged Dignity Village to consider forming an Advisory Committee of outside supporters and former residents (see Recommendation 3D). The Advisory Committee would not have any formal decision-making role within the organization but would serve as a resource to the Village. Potential roles for the Committee could include:

- Providing ongoing leadership development and help with leadership transitions;
- Helping the Village to retain continuity and institutional memory;
- Supporting effective communication and relationship-building with outside stakeholders;
- Connecting the Village to networks, resources, and experts as needed;

- Assisting with donor outreach and fundraising;
- Providing technical assistance and training as needed; and
- Helping to mediate conflicts.

### **External Support**

The Village would benefit from various forms of support from the broader community (see Recommendations 3A, 3C, and 5D). The Village should be encouraged and supported in making connections with congregations, schools, universities, service organizations, and businesses to provide:

- IT support and upgrades to the Village's computers and printers;
- A broader array of on-site services from partner non-profits;
- Graduate students to provide counseling and other social services;
- Americorps volunteers or interns to help the Board with administrative and asset management tasks.

### **Internal Culture**

Encourage the Village to foster an internal expectation that residents who are at the Village longer than two years should contribute to the running of the community (see Recommendation 2C).

### **Policy Engagement**

Several supporters and former residents as well as the Village Council encouraged Dignity Village to play a more visible role in local policy-making circles related to homelessness and poverty. In the past, the Village played a vocal role in representing the voice of the homeless community, but with the departure of its founders the Village became less politically active. Villagers have recently started to re-engage in policy-making discussions by attending the Coordinating Committee to End Homelessness and engaging in the dialogue about alternatives to camping. The City should recognize the important role that Dignity Village can play at the policy table, and Dignity Village should step to the plate and become more actively involved on an ongoing basis.

## XI. APPENDIX

### THE FUTURE OF DIGNITY VILLAGE

When asked what the ideal future would be for the Village, most of the villagers and stakeholders interviewed for this report shared a similar vision:

- Move the Village to private land so that its efforts are less intertwined with government;
- Enable the Village to purchase its own site;
- Move to a more desirable site with land rather than concrete, where the villagers can garden and potentially farm;
- Develop successful microenterprise to support the Village's self-sufficiency;

There was also general agreement that while the City and the Village would like the transition to private land to happen sooner rather than later, within the current economic climate this seems unrealistic. Most estimates ranged from five to ten years.

Given this reality, stakeholders and villagers agreed that it makes sense for the Village to stay at Sunderland for the foreseeable future. The Portland Bureau of Transportation's expectation is that the Village is sited at Sunderland temporarily, but PBOT does not have a prescribed timeline for the Village to move out. To support the potential for the Village to transition to a privately owned site within five to ten years, the City could offer to provide funding to enable the Village to hire a consultant to facilitate a strategic planning process focused on the transition to a permanent site.

While the location at Sunderland is geographically challenging because of the distance from services, respondents noted that it also has distinct advantages for the Village. Because it is not near a residential neighborhood or downtown, the Village has been able to exist at Sunderland without being highly visible and is no longer a political lightning rod.

Some current and former residents would like to see the Village expand either at Sunderland or on its own site in order to be able to serve more people. In particular, three former residents all endorsed the idea of having a family site as an extension of the Village either in a separate area at the same location or in another location. Other respondents think that 60 people is the maximum feasible size for a self-governing community.

#### **Replication:**

There have been recent calls in the Portland community for one or more additional homeless camps. In the face of the recession, cities around the country that previously prohibited homeless camps are now allowing them to exist and in some cases are sponsoring them.

Dignity Village's residents and leaders do not have any formal plans or desire to replicate the Village. Many of them support the idea of another homeless camp emerging in the City, but they emphasized that it should be a separate, autonomously run effort, not an extension of Dignity Village.

Stakeholders and villagers agreed that if there is another tent city, it should not be sponsored or managed by the City. What makes Dignity Village work is that it emerged from the homeless community itself and developed organically. Many people also pointed out that the success of

Dignity Village was based on the convergence of a unique set of individuals, the right political moment, and other conditions that would be hard to replicate in another tent city project.

If the City determines that an additional campground is necessary or desirable, there are a number of potential models that may be worth considering:

- Small-scale camping on private land: Eugene has an ordinance that allows small numbers of people to camp on church property.
- Temporary tent cities on private land: The City could develop the legal framework to allow additional tent cities to operate without sponsoring or managing them itself. For example, the Seattle SHARE/ WHEEL model supports two portable, self-managed communities of up to 100 homeless individuals who are hosted by churches for 90 days before moving on to a new host in a different community.
- Permanent tent cities on private land: Pinellas Hope Camp in St. Petersburg, FL is a large campground containing 250 single-person tents on land owned by the Catholic Diocese of St. Petersburg in a wooded area north of the city. The camp is sponsored and run by the Diocese and the City has supported its existence since it opened in 2007.
- Fee-based campground: One of Dignity Village's founders has developed a proposal for a campground on publicly owned land close to downtown where people can pay \$3 a day or \$75 a month to camp in tents or tarps.
- Car camping: Ventura, CA recently revised its laws to permit sleeping in cars overnight in some areas. Some homeless advocates predict that car camping will become more and more common as the economic downturn pushes previously stable households out of their homes.

## **SPECIFIC RECOMMENDED CHANGES TO CONTRACT LANGUAGE**

The following recommendations identify specific proposed changes to the language of the contract to update it for renewal. Additional changes to the contract will be necessary to incorporate the broader recommendations from Section VI in the report:

- Replace the term “transitional housing” throughout the contract with a different term.
- Recitals #4: Replace “Dignity Village provides residents with job training opportunities, continuing education opportunities, healthcare, and access to housing placement and assistance” with “Dignity Village provides information to connect residents with appropriate services such as healthcare, education, and housing placement, and it works to partner with other agencies to offer such services on-site as needed. Through its microenterprise projects and on-site development projects, Dignity Village also offers potential opportunities for informal job training and work experience to interested residents.”
- Recitals #5: Replace “Dignity Village will provide a unique and coordinated services program” with “Dignity Village will manage the Designated Campground using a unique self-governance model developed by Dignity Village, and will coordinate appropriate services on-site.”
- Recitals #5: Replace “It is therefore appropriate for the City to contract with Dignity Village for the provision of services for the Designated Campground” with “It is therefore appropriate for the City to contract with Dignity Village to manage the Designated Campground.”
- Scope of Work #1.3F: Replace reference to Minors with language from Amendment #2 (8/26/09).
- Scope of Work #1.5A: Modify as appropriate to clarify City’s role in covering any infrastructure costs such as water, sewers, and insurance.
- Scope of Work #1.7: Revise the list of data that the Contractor will track and report on to be consistent with whatever modified reporting form is agreed upon. The list currently includes items that are not in the reporting form. It is worth considering whether these items should be included in the reports:
  - Number of individuals who accessed other services
  - Documentation of Contractor’s provision of basic services
  - Documentation of the performance of fire safety training for residents
  - Qualitative narrative discussing Contractor’s accomplishments and challenges during the reporting period
- Exhibit D, Dignity Village Resident Data Form: Adjust the way the demographic data sections are framed to enable the City to get a complete demographic breakdown of all residents living in Dignity Village at the end of the fourth quarter. Currently the demographic data is just for residents who entered the Village in the reporting period.



## **ACKNOWLEDGEMENTS**

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### **DIGNITY VILLAGE RESIDENTS**

- Dignity Village Council
- Randy Curl, 2008-09 Board Chair
- Brad Powell, 2008-09 Board Vice Chair
- Gaye Reyes, 2008-09 Board Secretary
- Sheri, current resident
- Ross Bennett, former resident
- Tim McCarthy, former resident
- Ibrahim Mubarek, former resident

### **CITY OF PORTLAND**

- Andy Miller and Sally Erickson, Portland Housing Bureau
- Jill Jacobsen, Portland Bureau of Transportation
- Hank McDonald, Bureau of Development Services
- Scott Goetchius and Stew White, Portland Fire and Rescue
- Ben Walters, City Attorney
- Mike Boyer and Mark Wells, Crime Prevention Coordinators

### **SUPPORTERS AND STAKEHOLDERS**

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- Israel Bayer, Street Roots
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- Mark Lakeman, City Repair Project & Communitecture
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- Tim Merrill, Architect
- Sanford Maddox, Microenterprise Services of Oregon

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- Suzanne Rollins, residential neighbor
- Scott Sanetel, Columbia River Correctional Institute

### **Additional data was provided by:**

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