

HOMELESS TO HOUSED

Terwilliger Center for Housing



CASE STUDY: LIFEMOVES MOUNTAIN VIEW

MOUNTAIN VIEW, CALIFORNIA

LOCATION:
2566 Leghorn Street
Mountain View
California

OPERATOR:
LifeMoves

PROJECT TYPE:
Transitional Housing

COST:
\$13.43 million, excluding
the land cost

SIZE:
100 units

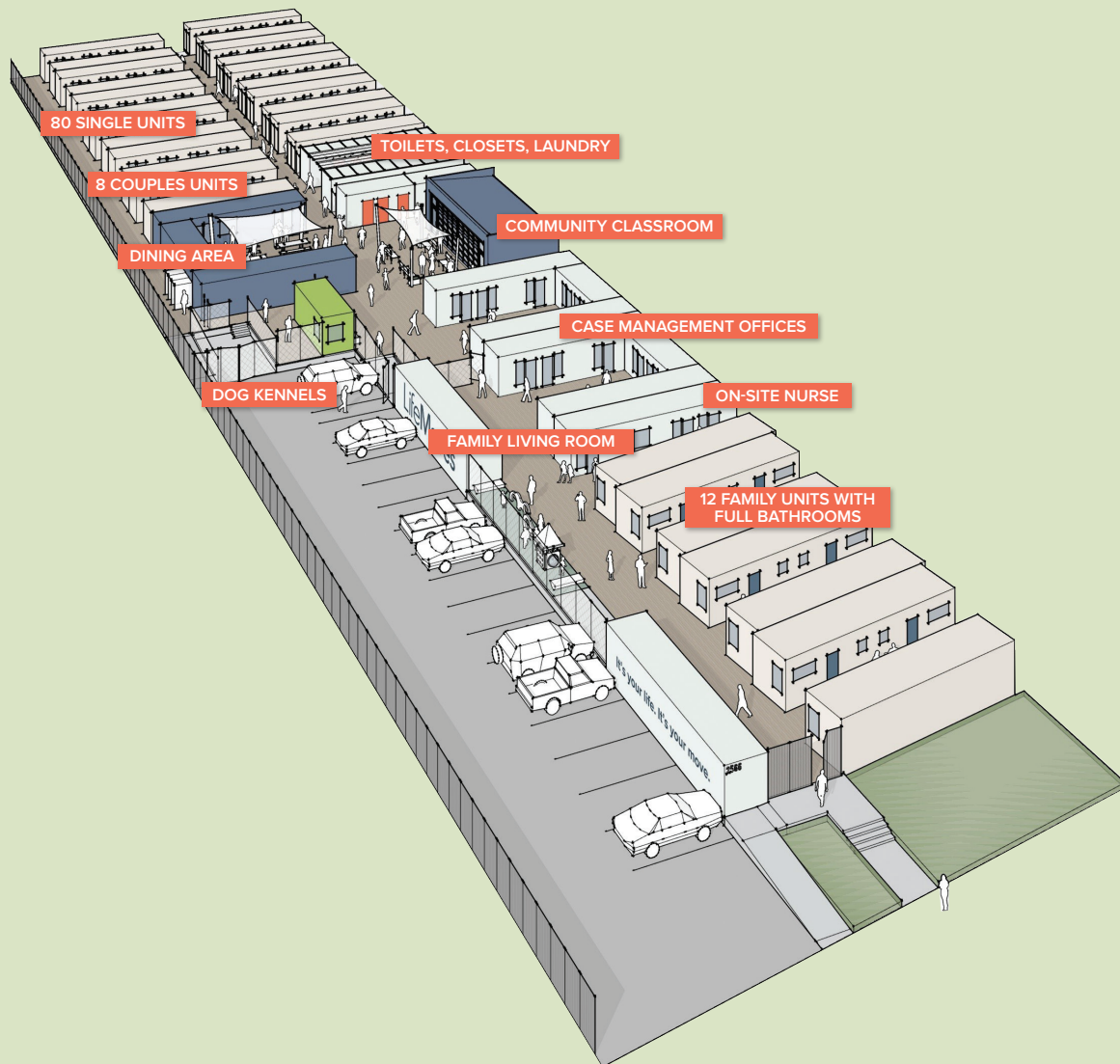
COMPLETION:
May 2021

OWNER:
LifeMoves (site
acquisition and
land title)

PARTNERS:
California Department of Housing and Community
Development, Santa Clara County, City of Mountain
View, LifeMoves (the office of Charles Bloszies FAIA,
Sares Regis Group Northern California, ARUP, BKF,
XL Construction, Connect Homes, indieDwell, Urban
Bloc, Falcon Structures)



SITE PLAN



LIFEMOVES

The site plan layout maximizes units while addressing a mix of occupancy needs.

LifeMoves Mountain View is a Project Homekey transitional housing community, also known as supportive interim housing, that aims to provide a platform where clients can receive intensive case management services to help them overcome homelessness and return to sustainable housing. The community offers a private unit for each household experiencing homelessness, whether a single adult, a couple, or a family, and provides supportive services and case management “designed to return people to stability.” In this temporary housing setting, 100 units currently serve 88 individuals and 12 families (about 124 people) in ADA-compliant buildings that house communal amenities.

LifeMoves was able to create this unique project with support from Project Homekey, the state of California’s response to protect homeless Californians from COVID-19 funded by the federal CARES Act and promoted by Governor Gavin Newsom. Project Homekey provides \$600 million across California to acquire, rehabilitate, and operate housing for individuals experiencing homelessness. Applicable developments could include rehabilitation of existing hotels, motels, senior centers, and other buildings, as well as new development of modular housing.

Currently, LifeMoves, a 501(c)(3) nonprofit organization, has 25 shelter and service sites throughout Silicon Valley and more than 40 years’ experience operating such sites.

The Partnership

The city of Mountain View and LifeMoves partnered and submitted a proposal to Project Homekey to apply funds to this project. Santa Clara County provides operating support and is instrumental in the facilitation of access to county and state programming for residents.

Costs and Financing

The state of California provided LifeMoves and the city of Mountain View with \$11.95 million to develop the project. For operating costs, the city of Mountain View will contribute \$2.4 million, and LifeMoves contributed \$1 million. For subsequent years, local public funds and a diverse mix of philanthropic individuals and organizations will be asked to contribute toward the operating costs.



Each unit has a unique lock so residents can secure their area and belongings throughout the day.

Innovations: What Worked

This housing community was designed using the team's LifeMoves | Mountain View model: a modular housing solution intended to be able to rapidly prototype, scale, and implement based on the housing needs of the local community. Four different design/build firms manufactured four distinct building types for the site.

LifeMoves Mountain View provides 10 times the number of year-round shelter beds previously available in Mountain View. Average client stays are 120-plus days as clients work with case managers, housing and employment specialists, and wraparound support services to find housing.

Admission to the community is by referral only, and thus there is no queuing during the day or in the evening or a volume of resident movement into and out of the community at any given time.

The site was zoned industrial, which allows for up to a 150-bed emergency shelter through an administrative process. Thus, the project did not have to go through the normal neighborhood review process and the Environmental Protection Commission review process.

Challenges

The housing crisis caused by COVID-19 has placed 43,000 residents of Santa Clara County at risk of homelessness when the eviction moratorium ends. With 606 homeless Mountain View residents identified during a count in 2019, the number of people experiencing homelessness in the city is expected to grow exponentially.

The Project Homekey funds had to have been spent by December 30, 2020. With this one-time allocation of funds for development of this supportive project, the expedited deadline proved challenging both in administration of the grant and coordination of the partners.

Outcomes

The LifeMoves Mountain View project brought together a diverse mix of funding partners and construction partners to support the development and opening of a state-of-the-art modular housing community that is near public transit and integrated into the Mountain View community—providing a key asset in the transition from homelessness to housed for residents and the greater community.

HOMELESS TO HOUSED: PROJECT PRO FORMA

NAME: LifeMoves Mountain View	SPONSOR: LifeMoves
LOCATION: Mountain View, California	NUMBER OF UNITS/RESIDENTS SERVED: 100/124 (units/people)
BRIEF DESCRIPTION OF TYPE: Supportive Interim Housing (SIH), private sleeping units, congregate bath, laundry, and other amenities/facilities, "village" setting. Other services include intensive case management.	

Development Pro Forma

	TOTAL (\$)	PER RES./UNIT
USES OF FUNDS		
Land		
Environmental and soil export	363,928	3,639
Land costs	4,313,909	43,139
Site demo	100,000	1,000
Site development		
Dry utilities	1,980,538	19,805
GC/GRs	1,079,774	10,797
Miscellaneous	1,340,338	13,403
Structural foundation and civil	936,180	9,361
Wet utilities	1,268,079	12,680
Modular		
Modular	4,724,591	47,245
FF&E		
FF&E	727,529	7,275
Soft costs		
Design and engineering	787,607	7,876
Owner	39,426	394
Permit and fees	77,973	779
Total uses, capital cost	17,739,873	177,399
SOURCES OF FUNDS		
Philanthropic capital, government funds, LifeMoves, or similar	17,739,873	177,399
Total sources	17,739,873	177,399

Operating Pro Forma

	TOTAL (\$)	PER RES./UNIT
ANNUAL REVENUE		
Philanthropic capital, government funds, LifeMoves, or similar	3,700,000	37,000
Total revenue	3,700,000	37,000
ANNUAL EXPENSES		
Property operations		
Salaries	1,700,000	17,000
Repairs and maintenance	200,000	2,000
Utilities	170,000	1,700
Taxes	0	0
Insurance	20,000	200
Other OPEX/administrative	1,600,000	16,000
Total property operational expenses	3,700,000	37,000
Other resident services		
Salaries	n/a	n/a
Contract services	n/a	n/a
Other	n/a	n/a
Total resident services	n/a	n/a
TOTAL EXPENSES	3,700,000	37,000
NET REVENUE (DEFICIT)	0	0

n/a = not applicable.

About the Urban Land Institute

ULI is a nonprofit education and research institute supported by its members. Its mission is to shape the future of the built environment for transformative impact in communities worldwide. Established in 1936, the Institute has more than 45,000 members worldwide representing all aspects of land use and development disciplines.

About ULI Homeless to Housed

Homeless to Housed (H2H) recognizes that ULI members are well positioned to help address homelessness. With generous support from a growing number of ULI members, the initiative works to explore real estate solutions to the growing crisis affecting communities everywhere. Core elements of this work include conducting research, promoting cross-sector collaboration, providing local technical assistance through ULI's network of district councils, and sharing knowledge and expertise for addressing housing challenges for individuals and families.

This Case Study was originally published in the 2022 research report Homeless to Housed: The ULI Perspective Based on Actual Case Studies. Driven by the generosity and guidance of Preston Butcher, the report explores the role the real estate community can play in addressing the issue of homelessness. It includes a summary of lessons learned, a blueprint for how to replicate best practices in U.S. communities, and a series of case studies that demonstrate how the development community can be an active partner in addressing the critical shortage of housing in the United States. See the full report: <https://knowledge.uli.org/en/reports/research-reports/2022/homeless-to-housed>

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Sources

LifeMoves Mountain View FAQ, https://www.lifemoves.org/wp-content/uploads/2020/10/LifeMoves_Mountain-View_FAQ.pdf.

LifeMoves Mountain View, <https://www.lifemoves.org/homekey/>.

City of Mountain View, LifeMoves Mountain View home page, https://www.mountainview.gov/depts/comdev/housing/homelessness/project_homekey.asp.