



San Francisco



Terwilliger Center
for Housing

Expanding Relief for the Unsheltered

A Homeless to Housed Initiative
In Support of the City of Fremont

MAY 2025



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About the Urban Land Institute (ULI)

The Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 83 countries.

ULI's extraordinary impact on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technological advancements, and environmental concerns. Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. Drawing on its members' work, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe. ULI San Francisco has more than 2,100 members in the San Francisco District Council, which includes the nine-county San Francisco Bay Area.

More information is available at uli.org and sf.uli.org.

ULI Terwilliger Center for Housing

The mission of the Terwilliger Center for Housing is to ensure that everyone has a home that meets their needs at a price they can afford. Established in 2007 with a gift from longtime member and former ULI chairman J. Ronald Terwilliger, the Center's activities include technical assistance engagements, forums and convenings, research and publications, and an awards program. The goal is to catalyze the production and preservation of a full spectrum of housing options.

ULI Homeless to Housed

Recognizing that ULI members are well-positioned to help address the U.S. housing and homelessness crisis, the Homeless to Housed (H2H) initiative aims to catalyze the production and preservation of deeply affordable supportive housing. H2H identifies best practices and solutions through research, awareness-building activities, and local technical assistance in partnership with ULI's network of district councils. The initiative began with the publication of the 2022 report *Homeless to Housed: The ULI Perspective Based on Actual Case Studies*. Driven by the foundational support of Carolyn and Preston Butcher, the initiative is supported by a growing number of ULI members and partners. uli.org/homelessness

Project Team

Urban Land Institute (ULI)

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City of Fremont

Dan Schoenholz and Laurie Flores

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Thank you to the following speakers who joined our workshop and shared their expertise and time, and to the many participants who attended the workshop:

- [Mayor Raj Salwan](#), City of Fremont
- [Rosalynn Hughey](#), City of San José
- [Kara Carnahan](#), Abode Services
- [Nick Griffin](#), Resources for Community Development
- [Ajay Kumar](#), Motel 6
- [Judy Borden](#), Winter Relief Program Participant



Executive Summary

The Urban Land Institute's (ULI) Homeless to Housed (H2H) initiative focuses on identifying best practices and effective solutions for addressing the homelessness crisis. Through an H2H local technical assistance grant, ULI San Francisco (ULI SF) supported the City of Fremont in organizing and hosting a workshop to explore strategies for expanding access to non-congregate shelter for unhoused individuals. This workshop focused on the city's Winter Relief Program (WRP), which repurposes surplus hotel rooms to provide shelter, but also aimed more generally to build stronger relationships among the city, real estate, and hotel industry partners to address homelessness more effectively.

Fremont's homelessness crisis, reflected by the 807 unsheltered individuals recorded in the 2024 Point in Time Count, is a critical concern. Over 75% of these individuals are unsheltered, and the city's housing crisis has been exacerbated by limited funding and affordable housing options. The city's Homelessness Response Plan calls for expanding the WRP from 5 to 12 months, but funding challenges have hindered the program's expansion and long-term sustainability.

The workshop convened over 40 stakeholders, including city staff, hotel owners, affordable housing developers, and service providers, to discuss the expansion of non-congregate shelters and how these models can be integrated with broader housing solutions. Fremont's WRP, which has shown success in stabilizing individuals, faces challenges like limited funding, high market rates for housing, and misalignment of resources. Participants emphasized that while the city's partnerships with developers and hotels have been valuable, greater collaboration and creative funding solutions are necessary to expand and sustain these programs.

Key themes from the workshop included the need for a multi-pronged approach to homelessness, addressing the financial constraints limiting deeply affordable housing development, and focusing on a continuum of housing solutions from transitional shelters to permanent supportive housing. Participants proposed actionable ideas such as leveraging city-owned land, forming partnerships with motels and hotels for safe parking sites, and creating a revolving acquisition fund to reduce the risk for developers. Additionally, they stressed the importance of continued collaboration with regional and state partners to enhance funding opportunities and improve service delivery.

The workshop highlighted several critical questions, such as how to best leverage state and regional coordination to move individuals into permanent housing, and how to address the funding gaps that currently hinder the success of programs like WRP. The event underscored the need for a unified approach that involves all sectors—public, private, and nonprofit—to create sustainable housing solutions and tackle homelessness at a regional scale.

Background

ULI's Homeless to Housed (H2H) initiative aims to spark conversations around the role of the real estate industry in addressing homelessness. The initiative focuses on identifying best practices and effective solutions for addressing the needs of the unhoused through research, awareness-building activities, and local district council engagement. As part of the initiative's second cohort of grantees, ULI San Francisco (ULI SF) received a technical assistance grant to support the City of Fremont's exploration of strategies for expanding the City's Winter Relief and shelter intervention programs. These programs repurpose surplus hotel rooms to provide non-congregate shelter for unsheltered individuals.

The City and ULI SF planned, organized, and held a workshop focused on (1) establishing relationships between the City and real estate and hotel industry partners and (2) collaboratively identifying opportunities for homelessness solutions in Fremont. Emphasizing the symbiotic relationship wherein funding for shelter units or housing subsidies offer a reliable revenue stream for owners of properties struggling with post-COVID occupancy levels, the workshop aimed to expand non-congregate shelter resources and reactivate underutilized hotel or multi-unit properties. The city's objective was to creatively foster relationships with those accessible through the ULI membership and network and with other stakeholders who can help to identify more shelter and housing solutions in the community.

Last year, ULI SF supported the City of San José in reviewing how to best unlock underutilized land with the recent passage of California's Senate Bill 4: Affordable Housing on Faith Lands Act (SB 4). SB 4 streamlines the approval process for 100% affordable housing projects on land that was owned by an independent religious or higher education institution on or before January 1, 2024, by providing a ministerial approval process. The project team held two workshops to educate, build partnerships, and identify recommendations for deeply affordable housing development on underutilized, faith-based organization-owned land. The success of this effort, summarized in the report Affordable Housing on Underutilized Lands: A Homeless to Housed Initiative, allowed the City and ULI SF to continue engaging with regional partners on solutions to homelessness.

The City of Fremont in Context

Homelessness in Fremont

The San Francisco Bay Area has a growing housing affordability and homelessness crisis with wide-reaching impacts on every city in the region. The City of Fremont is no exception to this crisis. In 2022, the Point-in-Time (PIT) Count—an annual count of people experiencing homelessness across the United States on a single night in January—identified 1,026 individuals who were experiencing homelessness in Fremont.¹ However, the total unhoused population is generally estimated to be two to three times higher than the PIT Count due to limitations with the count.

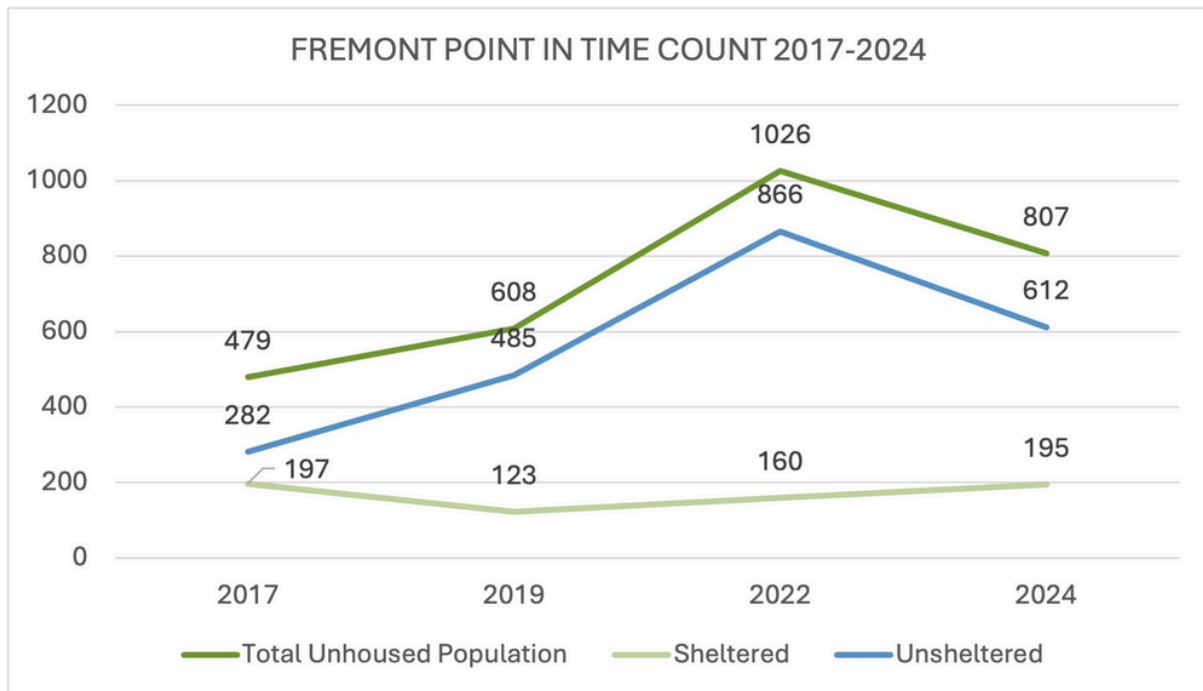


Figure 1. Fremont Point in Time Count data from 2017-2024. Source: City of Fremont

According to the most recent 2024 PIT Count, the homeless population in Fremont declined by 20% to 807 individuals. However, homelessness in Fremont is part of a broader issue regionally. Alameda County had nearly 9,500 homeless individuals in 2024 and saw homelessness decline by only 3% since 2022.²

Of those experiencing homelessness in Fremont, 76% are unsheltered, but the rate of unsheltered homelessness is likely above 80%, as many people participate in the Winter Relief Program (WRP) or stay in shelters only open in the winter. About 60% of unsheltered individuals are living in vehicles.² The demographics of the unhoused population are changing as a growing number of people are entering homelessness at an older age. The population is increasingly vulnerable as well, as 50% of unhoused individuals in Fremont have a disability.

¹ [City of Fremont 2022 Point-in-Time Count & Survey](#).

² [EveryOne Home January 2024 PIT Count](#)

Non-Congregate Shelter Strategy

The City of Fremont published a [Homelessness Response Plan](#)—the first of its kind for the City—in May 2024. The Plan documents the severity of the homelessness crisis, describes the current state of Fremont’s homeless response system, sets specific goals, and proposes strategies for reaching those goals. The Plan identifies the expansion of the City’s WRP from 5 months to 12 months for an increased annual cost of \$1.2 million as a strategy to increase pathways to housing and reduce the impact of unsheltered homelessness.

Winter shelter programs in Fremont have seen many iterations as described in the [Winter Relief Program Agreements Council Staff Report](#) from November 2024. The WRP began as a Warming Center in 2013, then it transitioned in 2018 to a full-service Winter Shelter model serving hundreds of people every night. The Winter Shelter model received strong community support, bolstered by volunteers and donations. Then, during the COVID-19 pandemic, this model shifted to the Winter Relief Program using motel rooms. This non-congregate shelter model has proven to be the most effective method for stabilizing individuals and providing complex support services; however, it cannot serve as many people.

The current capacity for the WRP is 27 units. This number has fluctuated due to shifting funding sources and partnerships. In the winter of 2023-2024, the City used \$530,000 in one-time donations from two real estate developers to double the program size to 60 units serving 125 people. Because of that funding, the city was able to humanely resolve an encampment and bring 40 people inside. The city continued to seek external funding and realignment of existing resources to expand to 12 months; however, even with these efforts, there was still not enough to reach the goal for fiscal year 24-25. Funding uncertainties at all levels of government threaten the stability of the program in its current state.

Expanding Relief for the Unsheltered Workshop

On February 4, 2025, the City of Fremont and ULI SF held a workshop to discuss strategies and tools for expanding access to non-congregate shelter for people experiencing homelessness in Fremont, including ways to supplement and support the City's WRP. The purpose was to inspire and inform workshop participants through a panel discussion, presentations, and conversations with other stakeholders. The workshop brought over 40 key stakeholders together, including hotel and motel owners, affordable housing developers, service providers, the city of Fremont staff, and community organizers, among others.

The day began with a brief welcome from Natalie Sandoval, Executive Director of ULI San Francisco, followed by opening remarks from City of Fremont Mayor Raj Salwan. Mayor Salwan provided background on the city and emphasized the need for a multi-pronged approach to addressing homelessness.

William Herbig, Senior Director of ULI's Homeless to Housed (H2H) initiative, introduced the initiative, defined deeply affordable housing in the ULI context, and discussed the origins of H2H's local technical assistance grant program. Deputy City Manager for the City of San José, Rosalynn Hughey, spoke about her experience working with ULI SF and H2H as part of the first cohort of H2H grant recipients. The City of San José evaluated the potential of unused sites citywide, with a focus on properties owned by faith-based organizations, to accommodate affordable housing and associated services following the recent passage of SB4. Hughey connected Fremont and San José's work by highlighting three hotel conversion projects funded by California's Project Homekey that brought 205 interim housing units to market in San José.



Rosalynn Hughey, Deputy City Manager for the City of San José, presents at the workshop in Fremont.

City of Fremont Presentation

Laurie Flores, Homeless Services Manager for the City of Fremont, grounded the conversations by providing details on the state of homelessness in Fremont, including who is experiencing homelessness and the City's response strategies. The presentation focused on the non-congregate shelter strategy, including the Winter Relief Program and the former Islander Program (described in more detail below in the "Panel Discussion" overview), highlighting the challenges and opportunities to expanding and supporting relief.

“Expanding relief isn’t just about extending programs into spring, summer, and fall, it’s expanding relief into recovery, restoration, and rehousing community members.”

– Laurie Flores, Homeless Services Manager, City of Fremont



Laurie Flores presents on the City of Fremont’s homelessness response strategy to workshop participants.

The non-congregate shelter model provides access to healthcare and private units that accommodate partners, pets, and personal belongings. The City of Fremont identified several challenges that need to be addressed to continue implementing a successful program:

1. **The program is time limited.** Funding and shelter are only available for five months.
2. **Market rate units are expensive.** Currently, the city is paying market daily rates for hotel units, which does not allow them to maximize their funding like a master lease or negotiated wholesale rate would.
3. **Funding is uncertain.** Funding is often coming from one-time donations, the federal government, general fund dollars, or other external sources. Most of the funding is from private sources.
4. **There is a misalignment of resources.** Funding sources and available sites or rooms often do not match up.
5. **The existing housing solutions are insufficient.** The supply of existing affordable housing units does not match the demand.
6. **The clients have complex health needs.** Addressing the physical and mental health needs of clients requires specialized expertise.

In addition to the challenges, the city asked workshop participants to consider the opportunities as they discussed recommended actions and next steps. The opportunities lie in the city’s strengths—its robust partnerships with developers, hotels, motels, and service providers, and the people power of those that are served in these programs.

Recent policy changes present opportunities for funding affordable housing solutions as well. California’s Proposition 1 will expand on the Homekey Program, creating Homekey+, by allocating \$2.2 billion in funding for permanent supportive housing (PSH) for homeless or at-risk veterans and individuals with substance abuse or mental health issues. Alameda County committed to using Measure W revenue—a half-cent sales tax approved in 2021—to fund PSH, rental subsidies, emergency shelters, and rapid rehousing. These funds are anticipated to be released soon, presenting a new funding opportunity for developers and service providers.

Key Term **Permanent Supportive Housing (PSH)** is affordable housing that comes with a range of supportive services. It is designed for people with the highest level of need, who are likely to require some level of services for the rest of their lives.

– Fremont Homelessness Response Plan

Panel Discussion

The first half of the workshop concluded with a panel discussion facilitated by Shawn Spano to provide diverse perspectives from WRP participants. The panel included:

- Kara Carnahan, Vice President of Programs at Abode Services,
- Nick Griffin, Director of Asset Management at RCD Housing,
- Ajay Kumar, Manager of Motel 6,
- Judy Borden, current WRP participant.

Each of the panelists emphasized the overall success of the program in helping to move individuals off the streets and into stable housing, albeit temporarily. The WRP is largely viewed as a successful interim housing solution, illustrating the need for more permanent housing solutions with connections to services. The perspectives on the panel demonstrated the broad benefits of the program to residents, service providers, motel owners, and developers. Along with the benefits, panelists also highlighted challenges they faced when participating in the WRP and how they managed them. The conversation set the stage for an open discussion on housing solutions for the homeless population in Fremont.

Kara Carnahan spoke from her perspective as Vice President of Programs for Abode Services. Abode is the largest homeless services and housing provider in the Bay Area. She detailed the depth and breadth of services provided for these projects, including connecting individuals to resources, healthcare, and behavioral healthcare, and working with them to get exit-ready. As a service provider for the WRP and former Islander program, Kara emphasized the value of the program and highlighted its challenges. The program provides a safe, stable place for service providers to build relationships with clients. However, the length of the program doesn't allow enough time to stabilize individuals and connect them with housing, partially due to time constraints and partially due to the limited supply of PSH units. She repeatedly emphasized the need for good partnerships between the city, property owners and managers, and the service providers. Kara posed a question to the panel and participants that got at the heart of the issue—how can we better align temporary housing, like WRP, and PSH to ensure individuals don't end up back on the street?



Workshop Moderator and Panelists (from left to right): Shawn Spano, Judy Borden, Ajay Kumar, Nick Griffin, and Kara Carnahan

Nick Griffin, the Director of Asset Management for RCD Housing, discussed RCD's partnership with the City of Fremont's Human Services Department, the John Stewart Company, and Abode Services to acquire and manage the Islander Motel, a 70-unit property with a mix of long-term and short-term residents. Before the reconstruction period, from 2019 to 2022, the City of Fremont rented vacant rooms from RCD to serve as interim housing for unhoused families. He described the challenges of managing an occupied property and overseeing a mix of long-term residents and the unhoused community adjusting to living indoors. Despite the challenges, the team was able to support residents, and this arrangement provided a revenue stream to RCD that helped cover their holding costs for the property while they prepared to develop it into a 100% affordable housing project.

Critical to the success of the Islander Program, as well as the WRP, is the lack of neighborhood opposition. There is no notification requirement because the building use remains the same. This largely prevents NIMBYism (Not-in-my-Backyard) from slowing or stopping these projects. In the case of the former Islander Motel and some other regional hotel conversion projects, surrounding neighborhoods view new management as an upgrade to problematic businesses and properties. Demand for transitional and permanent supportive housing units remains incredibly high. Griffin shared that RCD received almost 12,000 applications for the 128-unit new construction project that was the former Islander Motel.

Ajay Kumar, the Manager of Motel 6 North, shared his experience in managing a motel in the WRP. During their first year in the program (winter 2023-2024), there were many challenges with residents bringing others to stay, causing overcrowding and disruptions to other motel guests. Many rooms were also damaged. In their second year, Kumar made changes to improve the program and clearly communicated the rules and boundaries for residents. They transitioned to daily monitoring of unhoused residents to address issues immediately. As a result, Motel 6 management is happy with the program and wants to expand it to other Motel 6 locations. They have 207 units in Fremont and offer a discounted fixed price of \$90 per room per night regardless of occupancy rate.

Judy Borden gave a powerful personal account of her experience in the WRP and the Safe Parking Program. Borden lived in the same apartment for 12 years, managing it for 9 of those years, before experiencing homelessness. She described her experience living in her car and how it impacted her health. She has had two full knee replacements since joining the WRP and has experienced a significant reduction in pain. Living in her car caused her knees to deteriorate about five years earlier than they would have otherwise, according to her doctor. Despite her health challenges, Borden's positivity shone through as she told her story. Her primary concern was the Camping Ordinance under consideration by Fremont's City Council at the time of the workshop.³

³ One week later, on February 11, 2025, the City Council adopted the Camping Ordinance prohibiting camping and the storage of personal property on any public property.

Discussing Actions and Commitments

The workshop began with a focus on the City of Fremont's Winter Relief Program. Throughout the morning presentations and discussions, the challenges of funding, resourcing, and providing services for the program became clear. Many participants articulated a desire for more information on the cost of the program. As a result, the discussion broadened beyond non-congregate shelter models to general ways the real estate community can help solve the homelessness crisis in Fremont and the Bay Area.

The latter half of the workshop focused on identifying tangible actions for expanding relief for the unsheltered. The 26 participants were divided into five tables for breakout group discussions, and each was assigned a facilitator/notetaker. Groups had 45 minutes to discuss three key questions identified by City staff:

1. **What additional information do you need to take action or make a commitment?**
2. **What actions or commitments can you and your organization make?**
3. **Are there other individuals, groups, or organizations that should be invited to participate in this conversation?**

Following the discussion, each group reported back on the themes from their conversations, and the floor opened for a broader discussion of potential actions and commitments, ideas to pursue, and questions still to be answered.



Workshop participants discuss the questions proposed by the City.



One table shares the main points of their discussion with the larger group.

Key Themes

Each discussion group provided unique insights and ideas for advancing solutions to homelessness. In addition, key themes across discussion groups emerged during the report-out. Many of the themes echoed and built upon the points made by the panelists and speakers.

There is no one-size-fits-all solution.

The need for a multi-pronged approach to addressing homelessness echoed throughout the workshop from start to finish, beginning with Mayor Salwan and ending with the discussion group report-outs. Building up the breadth and depth of housing solutions required to meet the diverse needs of the population calls for creative solutions, new partnerships, and innovative funding models. Workshop participants identified several possible solutions to address homelessness as outlined in the Actionable Ideas section.

Existing financial resources are limiting the supply of deeply affordable housing.

Participants stressed that the lack of resources, specifically, financial resources, is the biggest barrier to housing people experiencing homelessness. There is limited funding available from the city for service provision. There are not enough Section 8 Housing Choice vouchers, which has created competition amongst Alameda County cities receiving vouchers administered through the Housing Authority of the County of Alameda (HACA). Only cities with a housing authority can coordinate vouchers for their projects. Without vouchers, getting a PSH deal to pencil is very difficult. Participants noted that it is not a lack of interested partners or sites to make the deal work, but a lack of funding. Multiple hotel providers in attendance expressed a commitment and interest in providing units for housing and shelter, should additional financial resources be made available.

Focus on the continuum of housing solutions to create paths out of homelessness.

As challenges with the WRP were brought to light, the conversation shifted to a broader discussion of solutions ranging from transitional shelters to permanent supportive housing. The pathways between unsheltered homelessness and permanent supportive housing are often indirect, with unhoused individuals experiencing temporary shelter, service access, and stability before returning to unsheltered homelessness. Creating a range of supportive housing solutions within the City of Fremont could better serve individuals by keeping them in their communities and providing options to suit the diverse needs of the population.

Continue to engage partners in solution-oriented conversations.

The final discussion question asked who else should be at the table for this conversation. While the conversation amongst those in the room was productive, participants identified several partners to involve in the future. Including Alameda County staff representing HACA, Housing and Community Development, and Housing and Homelessness Services would benefit the conversation by providing a county-wide perspective on resources and solutions. Large tech companies headquartered in Fremont and other Bay Area cities were proposed as possible partners with the capital and resources to fund projects. Some participants from faith-based organizations were present, but generally, participants felt that more should be at the table. Faith-based partnerships and properties can be difficult to unleash, but they could provide resources and services, as well as potential development sites. Lastly, participants identified hotel associations, the Bay Area Council, and the Bay Area Housing Finance Authority as potential partners to engage in the future.

Actionable Ideas

In addition to general themes gleaned from the discussions, a series of actionable ideas were proposed by participants. These actionable ideas warrant further consideration and require additional research to determine their viability.

For the City of Fremont

- Share the positive outcomes and impacts of the Winter Relief Program through a media campaign to bolster support and buy-in. Highlight success stories where entire encampments are moved indoors. Connect these success stories with opportunities for private sector, nonprofit, and philanthropic partners to be part of the solution.
- Create a revolving acquisition fund to alleviate some of the risk at acquisition for affordable housing developers.
- Partner with motels and hotels to provide safe parking sites. Incentivize the creation of safe parking sites on the properties through tax reductions or some other benefit.
- Identify the right partners and funding sources to establish master lease agreements, which could help overcome the challenges of corporate buy-in and the high cost of market-rate units.
- Leverage existing city-owned land for deeply affordable housing solutions.
- Conduct a study on the overall impact of the WRP on hotel rates when the city was able to help fill vacancies in the winter. Document the community and financial impacts to build the case for new hotel/motel partnerships and further investment in the program.
- Review the Affordable Housing Ordinance and identify opportunities to amend the use of in-lieu fees to better spur the creation or rehab of deeply affordable housing, shelter interventions, or supportive services.

For ULI San Francisco

- Continue to bring partners together, particularly as federal funds may change significantly under the current administration. Bringing private, nonprofit, public, and service provision sectors together can spark new ideas and solutions.
- Support a broader County-wide, or Bay Area-wide, partnership-building workshop or event to connect potential partners, share ideas, and identify paths forward on a regional scale.

For Real Estate Partners & Hotel/ Motel Owners

- Increase density by taking advantage of the current ADU law allowing up to 8 units on commercial properties.
- Explore the possibility of adding ADUs or tiny homes on commercial parking spaces that are often underutilized, like those for hotels and motels.
- Partner with the city to inventory vacant properties, including commercial, hotel units, and private housing units, and catalog their cost, capacity, and potential use.
- Coordinate to fill vacant housing units with unsheltered individuals by connecting cities with the East Bay Rental Housing Association, whose membership has vacant rental properties.

Further Topics to Explore

The breakout group discussions yielded many creative ideas while also generating new questions. Each of the questions below could serve as a starting point for a future discussion, workshop, or research project.

- *Which housing models are most effective from a financial, political, and service outcomes perspective?*
- *How can regional and state coordination be improved and leveraged to ensure the best chance of moving people into housing permanently?*
- *Are there more cost-effective ways of creating deeply affordable housing?*
- *Does the business case make sense for the Winter Relief Program, or would an investment in PSH be a better use of funds?*
- *How are in lieu fees being spent? How can their impact be maximized?*
- *Does the city want motel and hotel properties coming off the market even though they generate tax income?*

Conclusions

The City of Fremont's Expanding Relief for the Unsheltered workshop brought together a unique cross-section of partners, including service providers, motel and hotel owners, affordable housing developers, and local government staff, among others. Their presentations and discussions led to the identification of actionable ideas, important themes, and additional questions.

The questions raised during the workshop illustrate a need for a conversation focused specifically on funding programs like the Winter Relief Program and other forms of transitional and permanent supportive housing. Without funding, deeply affordable housing solutions cannot be realized. Expanding the conversation to include partners that participants identified as missing and focusing the conversation on funding could lead to more tangible steps forward.

Appendix: City of Fremont Presentation

Laurie Flores' presentation to the workshop participants.

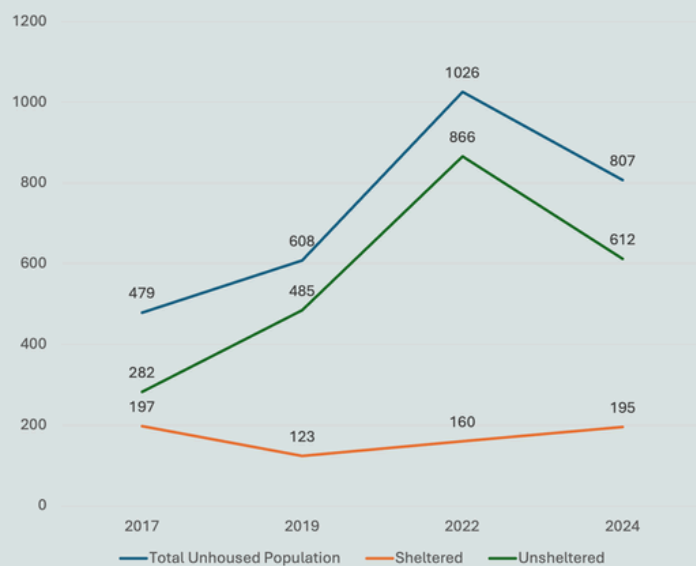
Expanding Relief : Non-Congregate Shelter



Homelessness in Fremont:

- 76% ARE UNSHELTERED
- MORE PEOPLE ARE LIVING IN VEHICLES
- ELDERS ARE EXPERIENCING HOMELESSNESS AT FASTER RATE
- PEOPLE ARE MORE VULNERABLE

Fremont Point in Time Count 2017-2024



City of Fremont Homelessness Response Plan (May 2024)

Strategies reflect a balanced response system:

- Prevent homelessness
- Increase housing solutions
- **Connect people to shelter and needed resources**
- Mitigate the impact of unsheltered homelessness
- Strengthen coordination, communication, and capacity



Non-Congregate Shelter is our strategy



Private units that accommodate



Partners,



Pets and, space for



Personal belongings.



+ Healthcare

Fremont's Winter Services

2013-2020



Non-Congregate
Shelter is our
strategy



Private units that accommodate



Partners,



Pets and, space for



Personal belongings.



+ Healthcare

Winter Relief

- **Partners:** Motel 6, Days Inn, Mission Peak Lodge, Abode Services, Bay Area Community Services, City of Fremont

Winter Season	People Served	Positive Exit
2021-22	56	52%
2022-23	49	41%
2023-24	125	46%
2024-25	43	

Islander Program

PARTNERS: RCD, JOHN STEWART COMPANY, ABODE SERVICES, CITY OF FREMONT

3 YEARS OF SERVICE

111 PEOPLE SUPPORTED

61% MOVED INTO HOUSING

78% OVERALL HAD SAFE AND POSITIVE EXIT



Serving everyone in all ages and stages of life

"I've been homeless about 8 years and last year I was diagnosed with Stage 3 Lung Cancer. Then I met my social worker, she is very caring and dedicated, who really cares about all of her clients. The following week she got me housed. Today I live in my own apartment." - Islander, 53

"I can finally lay my head down in my own place. I was never once treated like I was just another homeless person living on the streets." - Islander, 63

After fleeing an unsafe relationship, a pregnant mother of two came into Winter Relief. She started and worked with supportive services to move into her own apartment, where she welcomed her 3rd child. - Winter Relief, 32

A family of 4 went from living in a tent to sheltered in Winter Relief. During this respite they enrolled in health insurance, started receiving nutrition assistance and saved enough to pay off their car.

Challenges...

Time limited

Market rate of units

Funding uncertainty

Misalignment of resources

Insufficient housing solutions

Complex health needs of clients

...and Opportunities



California's Prop 1 projected investments (Homekey+)



Alameda County Commitment for Measure W funding



People power



Strong partnerships!



Thank you

Laurie Flores

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City.Fremont.gov/homelessresponse