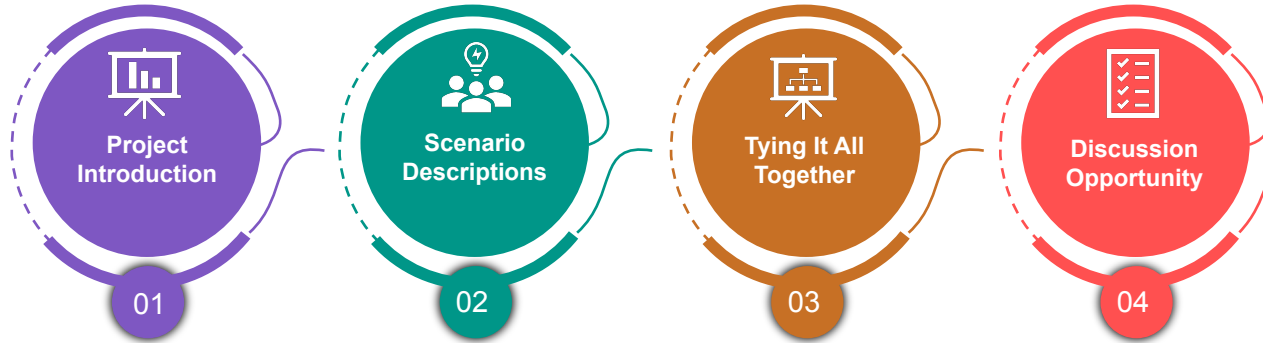


# Golden West Hotel Social Impact Consulting

Presentation by Coastal Consultants  
*Joe Hill, Katie Gallagher, and Ronesha Nation*



# Presentation Overview



# Project Scope & Challenges Identified

**SWOT Analysis:** The property has *strengths* in its history, location, and potential. It's *weaknesses* lie in its age and resources needed to stay current. *Opportunities* are abound from space utilization for skills training to wellness programs and events. *Threats* exist from non-cooperating external factors.

- Platt Family purchase circa 1967
- Hired staff to operate and maintain building while providing services for tenants
- Desire to support the San Diego and GWH community while reducing day-to-day involvement in GWH management

- Marina District + Gaslamp
- Horton Plaza Redevelopment
- Evolving social scene, culture, and politics
- Nearby landmarks and tourist attractions/accommodations
- Tijuana, Mexico connection

- Provides leverage for grant funding
- Prevents or extends certain timelines for retrofits, maintenance, and other projects

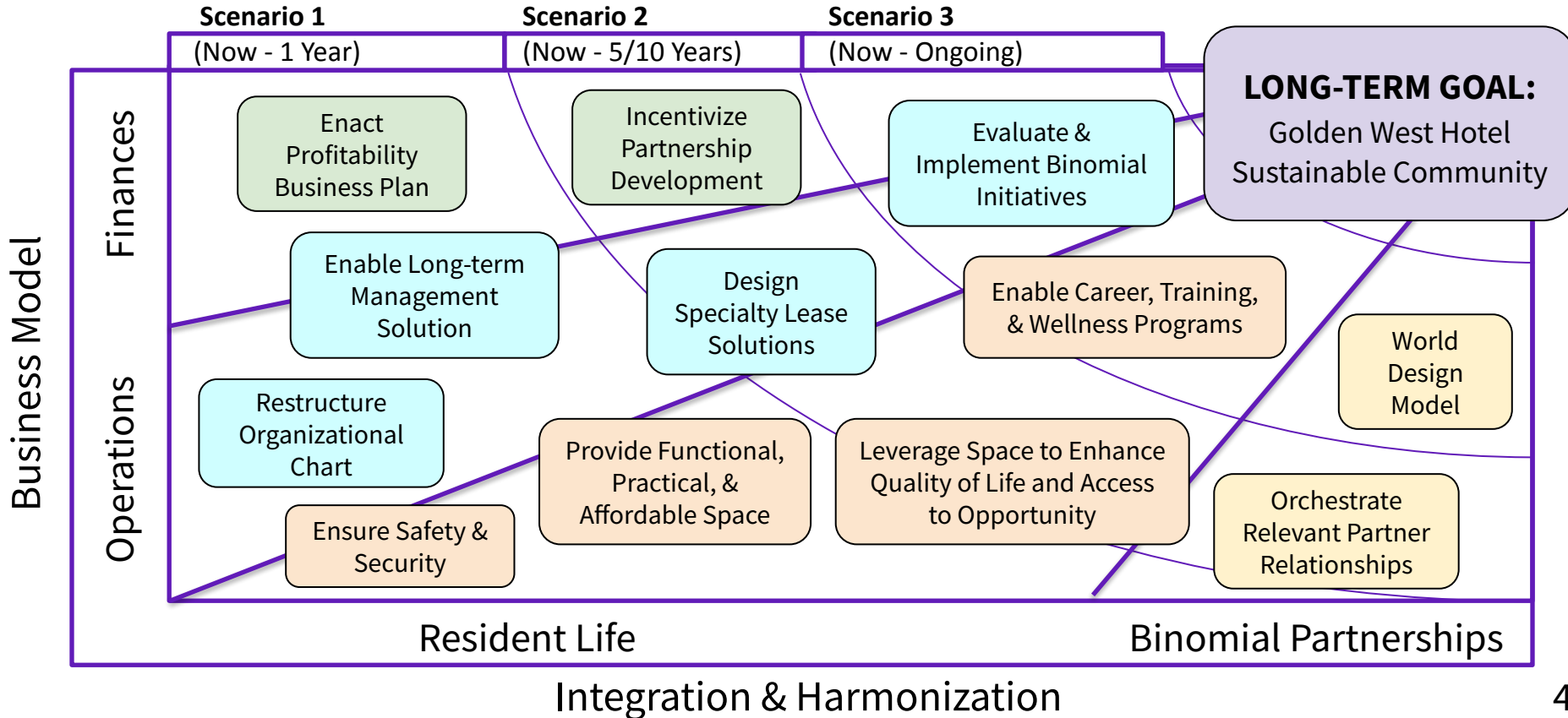


- Most residents have very limited fixed income and access to resources
- A supportive atmosphere is essential to enable people to thrive

- SRO's are an essential solution to help alleviate local housing issues
- \$600 Rooms are approx. 150 sq. ft. with sink, bed, and television
- Common areas for heating, bathrooms, showers, lobby, mail
- SD Housing Action Package 2.0

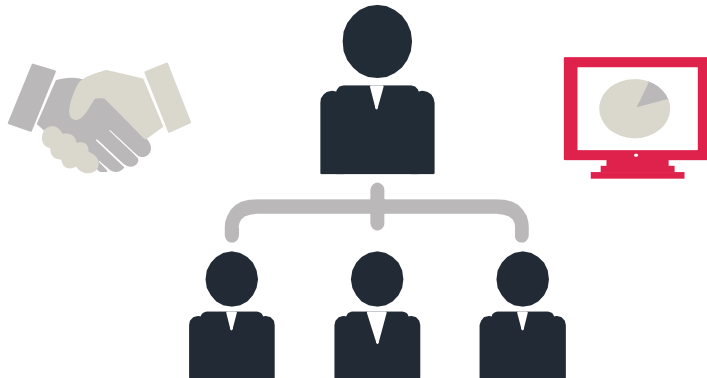
- Existing Pizza Restaurant, Laundromat, Convenience Store, Coffee Shop, Sightseeing Tours
- Highly desirable neighborhood
- Vacancy potential

# Each Scenario Provides Building Blocks for Integration of Asymmetric Binomial Communities with Global Implications upon Application



# Scenario One Primary Goal

Long Term Lease arrangement for 34 years or less to provide full management and control of the Golden West Hotel.



- Provide interim shelter bedding
  - Will request for government funding
- Create transitional housing for unhoused
  - Will request for government funding
- Maintain permanent housing solution

# Interim Shelter Bedding

- Potential to partner with San Diego Housing Commission as well as philanthropic support.
- Use to serve the unhoused with an immediate need of a bed and food in a trauma informed environment.
- Short term stay can be used to evaluate if resident meets the requirements to transition to temporary housing.



# Short-term and Bridge Housing

- Potential Partnership with the San Diego Housing Commission and the County of San Diego Behavioral Health Services.
- Person can stay for up to 9 months (12 months on a case by case basis)
- Ultimate focus on personal growth and responsibility.

**Support for job training, mental health, and substance abuse support.**



# Continue Long-Term Housing Support



Maintain a population of long term housing support for current residents in good standing as well as personnel that transition from temporary housing when long term housing becomes available.

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# Enhance Operational Support

- Increase Staff
- Consider World Design and Tijuana, MX and San Diego bilateral partnership by requesting support from Xochicnlco University students, and provide certificates for hours supported
- Request support for internships from colleges and universities throughout San Diego, CA
- Request support from special needs instructors
- Increase Security

**With your support as well as money received from the partnerships and government support, we will have the funding to add interior updates, provide additional operational support, as well as the mental health and technical training centers for residents.**

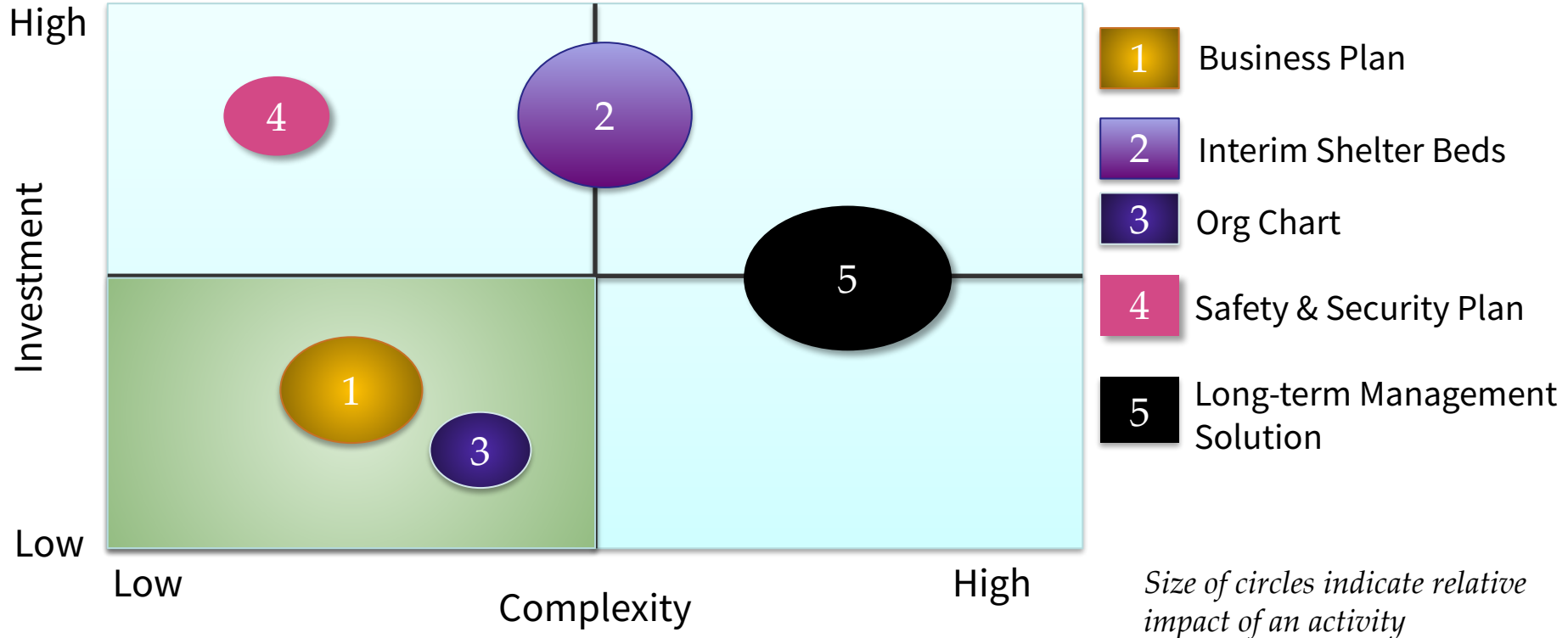
# Operational Budget Request \$1-1.5Mi

- Armed roving security, 2 guards, 24 hour rotation: approx 400k-615k annually
- Operations Manager: approx 120k annually
- Financial Manager: approx 115k annually
- General Maintenance Supervisor: approx 105k annually
- Facilities Manager: approx 95k annually
- Community Outreach Coordinator: approx 55k annually
- Leasing Manager: approx 75k annually



# Initiative Matrix: Scenario 1

Total Cost: \$1-1.5 Million



# Scenario Two Primary Goal

Builds upon scenario one by leveraging efficient management operations to cultivate local partnerships that create opportunity for all stakeholders.

- Interior updates to Golden West Hotel
- Retail space can be occupied by non profit partners, government, private entities or trade schools
  - Utilize needs assessment



# Updates to Golden West

- Create cafeteria inside for residents
  - Consistent access to sufficient quantities and quality of food is highly important for physical, mental, and emotional well-being
  - Subsidized prices for residents on food
- Continue cosmetic renovations throughout remainder of building
  - Additional private & shared restrooms
  - Update elevators
  - Common living space on each floor
  - Utilize the first floor more
  - TV's in the lobby that display different resources
- Add residential advisor to each floor

# Retail Space

- Conduct needs assessment for current residents
- Partner with non-profit organizations
  - Urban Street Angels
  - Serving Seniors
  - Mental Health Organization
- Trade Schools
  - Cosmetology
  - Mechanical
  - Healthcare
  - Hospitality



# Potential Partners



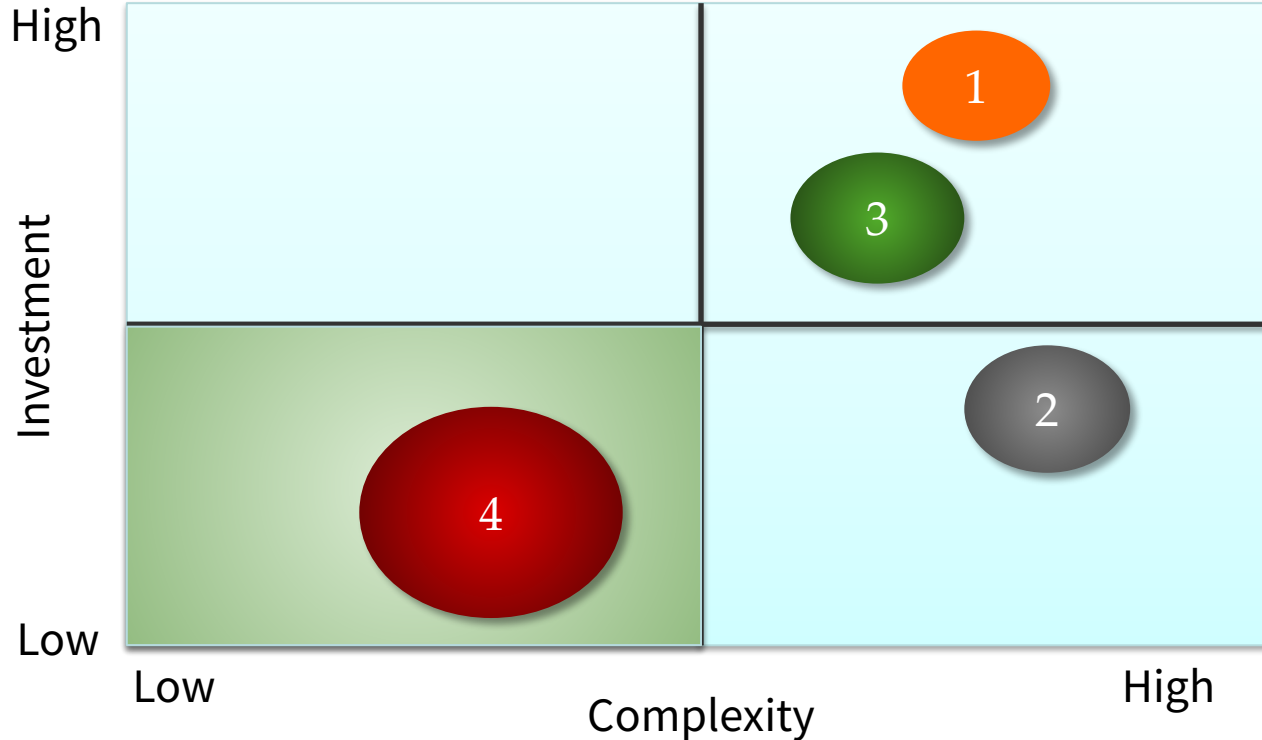
San Diego  
Interfaith Housing  
Foundation





# Initiative Matrix: Scenario 2

Total Cost: \$15 Million



- 1 Renovate GWH- \$5.5 M
- 2 Lease Solutions- \$1M
- 3 Leverage Commercial Space- \$7 M
- 4 Orchestrate Partner Relationships- \$1.5 M

*Size of circles indicate relative impact of an activity*

# Scenario Three Primary Goal

Create harmonious binomial integration of seemingly opposing yet complementary communities in the heart of Downtown San Diego.

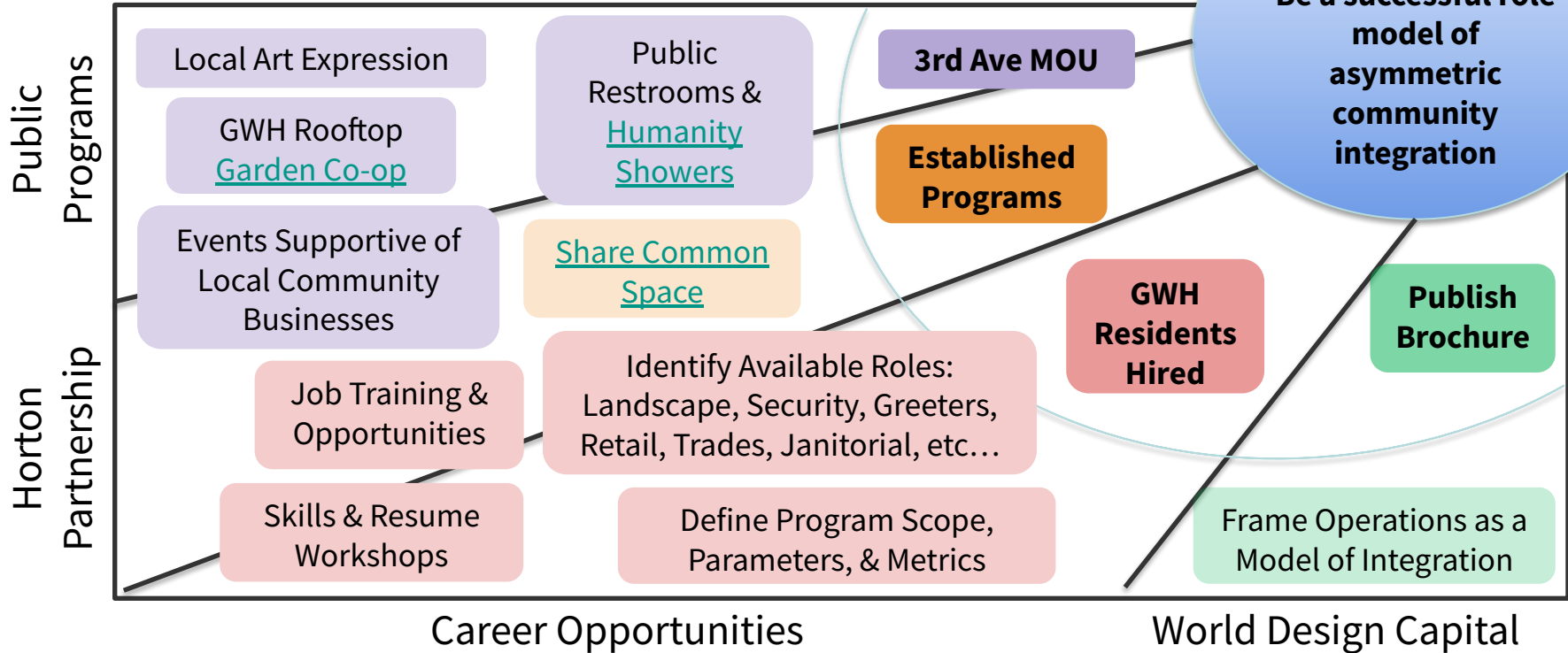


- Stockdale Partnership
  - Potential funding, job training, opportunity generation, and use of space
  - Develop skills training workshops
  - Provide career opportunities
- Third Avenue Alleyway MOU
  - Create an agreement to establish the alleyway as a key community space
- Be a Shining Example
  - Showcase success as a world-class model of community integration

# Implementation Map: Scenario 3

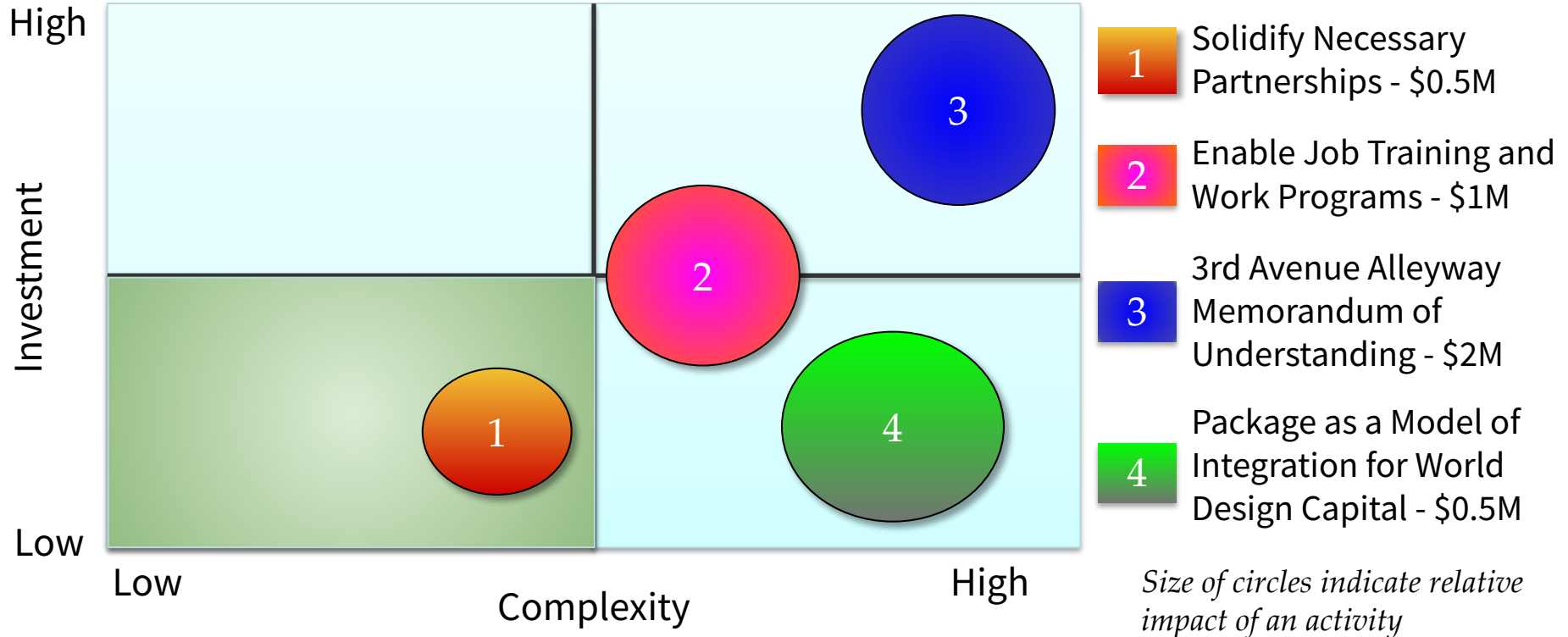
Short Term  
(Now - 2/3 Years)

Mid/Long Term  
(2/3 Years - Ongoing)

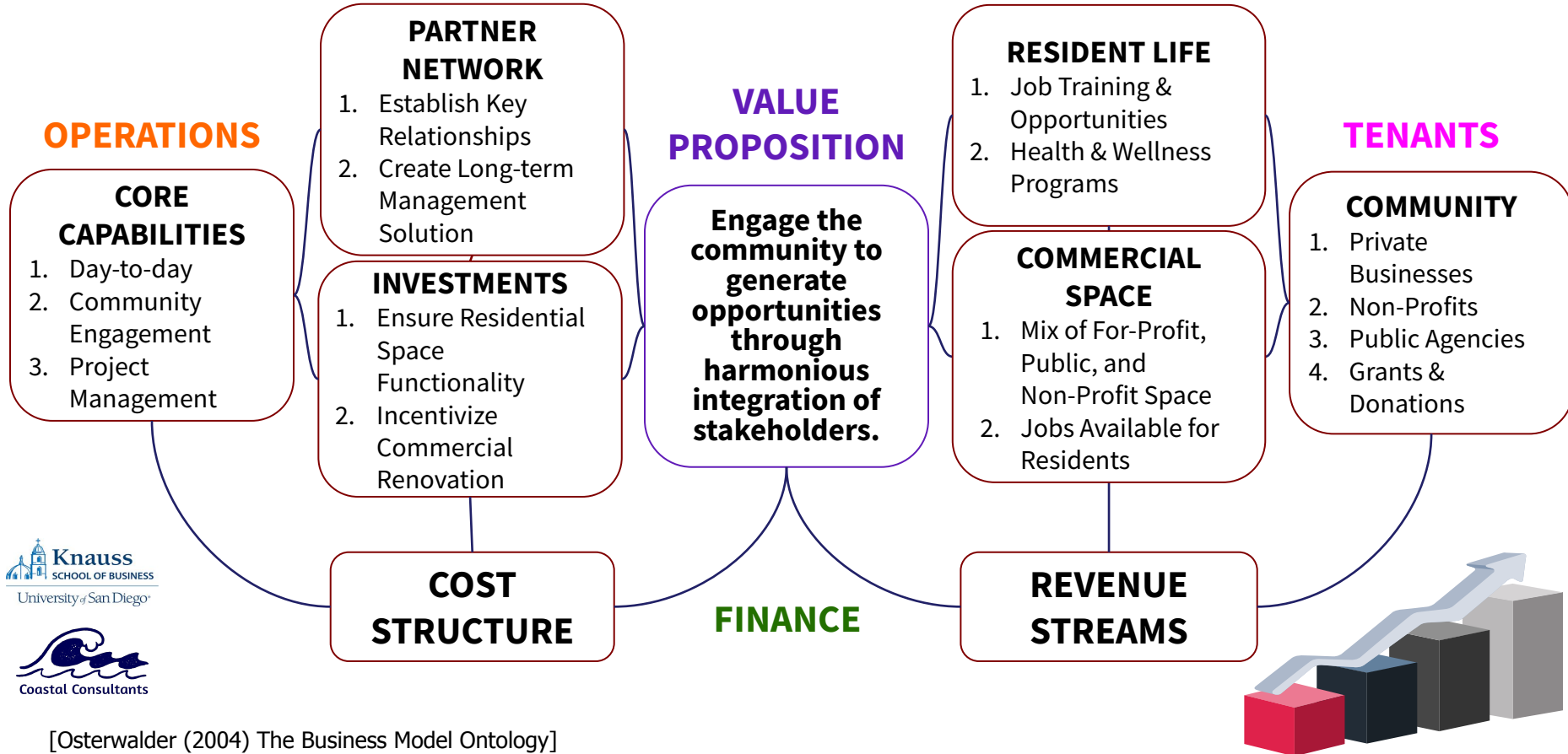


# Initiative Matrix: Scenario 3

Total Cost: \$4 Million



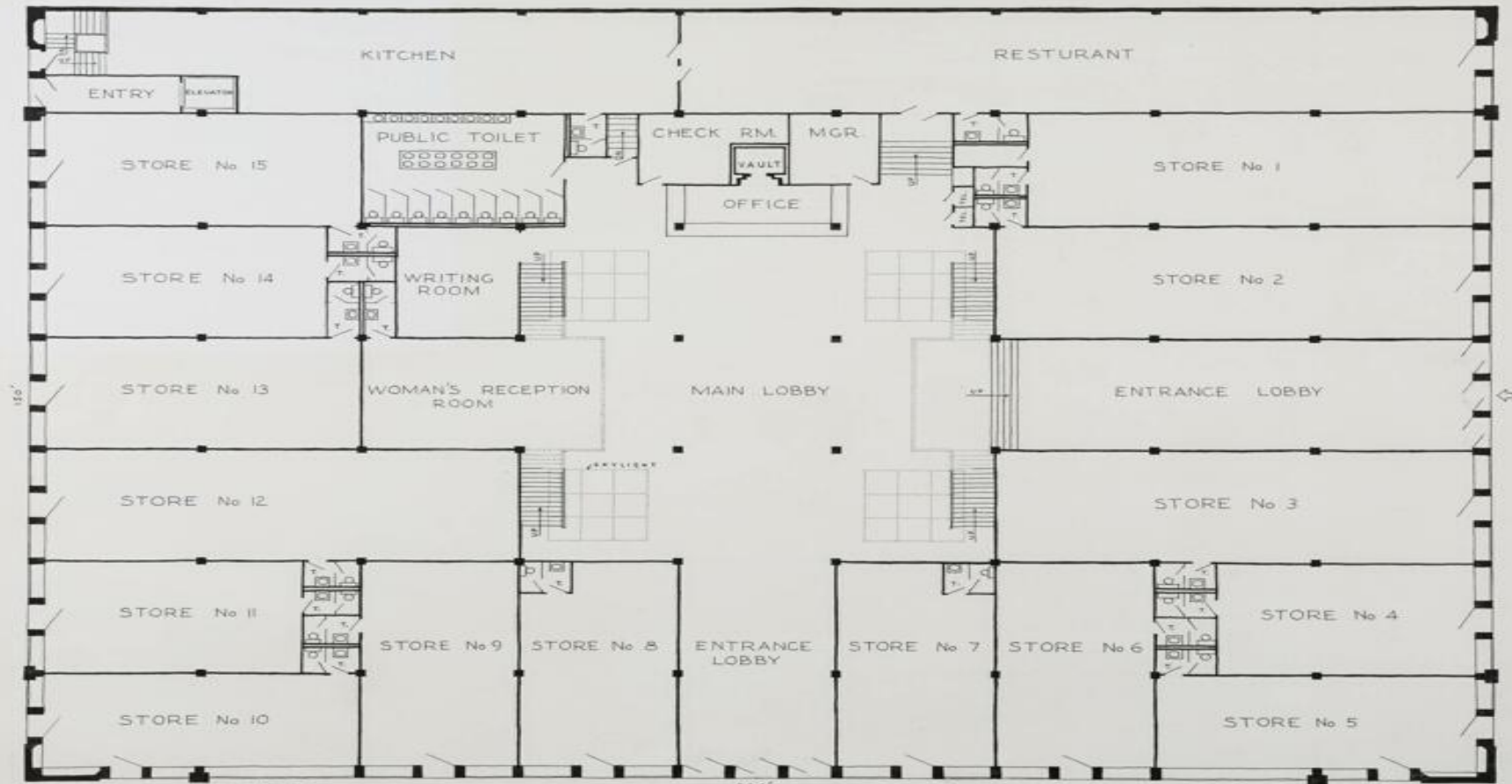
# Combined Scenario Business Model Canvas



# Budget Priorities

- Operational Updates from Scenario 1 - \$1M
  - *Establishment of a long-term management solution is essential*
- Retail Space Updates from Scenario 2 - \$7M
  - *Incentivization of commercial space occupation is key to success*
- Memorandum of Understanding (MOU) from Scenario 3 - \$2M
  - *Community partnerships enhance sustainability*

# Questions & Comments



FIRST FLOOR PLAN  
 THE WORKINGMENS (GOLDEN WEST) HOTEL, SAN DIEGO, CALIFORNIA. DESIGNED BY JOHN LLOYD WRIGHT FOR HARRISON ALBRIGHT, ARCHITECT. J.B. SPRECKELS, OWNER (1912)  
 DRAWN IN THE STUDIO OF JOHN LLOYD WRIGHT 1922, FROM THE ORIGINAL WORKING DRAWINGS OF 1912