



EXECUTIVE SUMMARY

HOUSING COMMISSION EXECUTIVE SUMMARY SHEET

MEETING DATE: June 11, 2021

HCR21-052

SUBJECT: Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego's Interim Housing Program for Families with Children

COUNCIL DISTRICT(S): Citywide

ORIGINATING DEPARTMENT: Homeless Housing Innovations Division

CONTACT/PHONE NUMBER: Lisa Jones (619) 578-7696

REQUESTED ACTION:

Approve a sole-source agreement for six months with Alpha Project for the Homeless to operate the City of San Diego's Interim Housing Program for Families with Children currently located at 1788 Palm Ave., San Diego, CA, 92154, formerly known as the Cortez Hill Family Center Interim Housing Program.

EXECUTIVE SUMMARY OF KEY FACTORS:

- The Interim Housing Program for Families with Children will provide a service-enhanced, interim housing program 24 hours a day, seven days a week in the City for a minimum of 42 families experiencing homelessness with children. The Program is aligned with Housing First principles
- The Program will prioritize the most vulnerable, and/or chronically homeless families living in the City, including families who would be forced to live in places not intended for human habitation (vehicles, parks, abandoned buildings, sidewalks, streets, etc.) were it not for the shelter and services the Program provides.
- Alpha Project has extensive experience providing housing opportunities and supportive services for individuals and families experiencing homelessness.
- Alpha Project has operated the Interim Housing Program for Families with Children for more than two years. In Fiscal Year 2020, Alpha Project provided shelter to 116 families through the Program, of which 70 percent of families who exited the program went to permanent or longer-term housing.
- The City of San Diego has made available \$95,932 of Community Development Block Grant (CDBG) funds and \$152,812 of Emergency Solutions Grant (ESG) funds. The Housing Commission will also be making available \$219,500 from the City of San Diego's Affordable Housing Fund (AHF), which the Housing Commission administers. The Program is among the City of San Diego's interim housing programs identified in the "model programs" for which AHF may be expended, pursuant to the Fiscal Year 2021 AHF Annual Plan approved by the City Council on June 8, 2020.
- The proposed actions referenced in this report will allow the Housing Commission to continue the Agreement with Alpha Project in the amounts referenced within this report to provide for the ongoing operation of the Program for a period of six months, currently located at 1788 Palm Ave.



REPORT

DATE ISSUED: June 3, 2021

REPORT NO: HCR21-052

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of June 11, 2021

SUBJECT: Approval of the Contract between the San Diego Housing Commission and Alpha Project for the Homeless to operate the City of San Diego's Interim Housing Program for Families with Children

COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Approve a sole-source agreement for six months with Alpha Project for the Homeless to operate the City of San Diego's Interim Housing Program for Families with Children currently located at 1788 Palm Ave., San Diego, CA 92154, formerly known as the Cortez Hill Family Center Interim Housing Program.

STAFF RECOMMENDATION

That the San Diego Housing Commission (Housing Commission) Board of Commissioners (Board) take the following actions:

- 1) Approve a six-month sole-source agreement with Alpha Project for the Homeless (Alpha Project) to operate the City of San Diego's Interim Housing Program for Families with Children (Program), currently located at 1788 Palm Ave., San Diego, CA 92154, on terms and conditions as set forth in the agreement (Agreement), as it may be amended upon advice of the Housing Commission's General Counsel;
- 2) Authorize the execution of an agreement with Alpha Project in the amount of \$468,244 for a six-month operating period to provide interim housing services to families experiencing homelessness with minor children, consisting of the following funding sources: \$95,932 of Community Development Block Grant (CDBG) funds allocated by the City of San Diego for the funding of social services in Fiscal Year 2022; \$152,812 of Emergency Solutions Grant (ESG) funds available for the funding of social services; and \$219,500 from the City of San Diego Affordable Housing Fund (AHF), allocated by the Housing Commission contingent upon the appropriation of said funds by the City of San Diego;
- 3) Authorize the President & Chief Executive Officer (President & CEO), or designee, to execute all necessary documents and instruments that are necessary and/or appropriate to implement these approvals, in a form and format approved by General Counsel, and to take such actions necessary and/or appropriate to implement these approvals; and
- 4) Authorize the President & CEO, or designee, to substitute funding sources and/or increase compensation by not more than 20 percent of the total agreement amount for the proposed

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agreement, if necessary, without further action by the Housing Commission Board , but only if and to the extent that funds are determined to be available for such purposes.

SUMMARY

The Housing Commission administers the contracts for the City of San Diego's (City) Homeless Shelters and Services Programs based on a Memorandum of Understanding between the Housing Commission and the City that first took effect on July 1, 2010. Currently, this includes the City's Interim Housing Program for Families with Children operated by Alpha Project, formerly known as the Cortez Hill Family Center Interim Housing Program. The Program moved to the current facility on Palm Avenue in July 2020. This facility was newly remodeled and particularly suited to effectively serve families during the pandemic, as each household was able to have their own dedicated space, serving up to four persons per unit

The proposed actions referenced in this report will allow the Housing Commission to continue the Agreement with Alpha Project in the amounts referenced within this report to provide for the ongoing operation of the Program for a period of six months, currently located at 1788 Palm Ave. The site location may change based on future needs for the Palm Avenue site and other site opportunities that have yet to be identified.

Program Overview

The Interim Housing Program for Families with Children will provide a service-enhanced interim housing program 24 hours a day, seven days a week in the City for a minimum of 42 families experiencing homelessness with children. The Program is aligned with Housing First principles. The Program will provide safe, low-barrier, interim housing, as well as stabilization and supportive services, to prepare families experiencing homelessness for the most appropriate longer-term or permanent housing interventions, contributing to the regional goals of ensuring instances of homelessness are rare, brief and non-recurring.

The Program will prioritize and target the most vulnerable, disabled and/or chronically homeless families living in the City, including families who would be forced to live in places not intended for human habitation (vehicles, parks, abandoned buildings, sidewalks, streets, etc.) were it not for the shelter and services the Program provides. Services to be provided include, but are not limited to: safe, stable housing; a safe, secure, and supportive environment; access to case management and supportive services; at least two meals per day, seven days per week; outside agency referrals; on-site and off-site counseling services; child care and children's activities; and assistance in obtaining permanent supportive housing, permanent affordable housing or longer-term housing interventions.

Operator Experience

Alpha Project has extensive experience providing housing opportunities and supportive services for individuals and families experiencing homelessness. The organization serves more than 20,000 men, women and children per year with assistance in breaking the cycle of homelessness through its various interim shelter, rapid rehousing, permanent supportive housing programs, and other supportive service programs.

In addition to the more than 20 years of experience working directly with households experiencing homelessness, Alpha Project has operated the Interim Housing Program for Families with Children for

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more than two years, providing shelter and supportive services in preparation for obtaining long-term, permanent housing for disadvantaged families. In Fiscal Year 2020, Alpha Project provided shelter to 116 families through the Program, of which 70 percent of families who exited the program went to permanent or longer-term housing.

Program Design

Alpha Project has developed a program design that leverages privately raised funds, existing in-house supportive services and multiple Memoranda of Understanding with partnering service providers to provide a comprehensive network of resources and service connections for the clients they will be serving in the Program. All of this will be conducted in a housing-focused environment that leverages a variety of resources to promote families to successfully transition into housing.

This design includes, but is not limited to, the following components;

- Shelter Diversion
- Outreach & Engagement
- Intake & Assessment
- Case Management & Housing Navigation
- Medical, Mental, Health, Dental and Vision Care
- Substance Abuse Counseling & Treatment
- Legal Assistance
- Financial Literacy
- Life Skills
- Employment Services
- Transportation Assistance
- Child care
- Youth Mentorships and Tutoring
- Parenting Classes
- Veteran Services

Funding Summary

FUNDING SOURCE	FY 2020	FY 2021	FY 2022*
CDBG	\$191,863	\$191,863	\$95,932
ESG	\$305,625	\$305,625	\$152,812
AHF	\$439,000	\$439,000	\$219,500
TOTAL	\$936,488	\$936,488	\$468,244

*Indicated amounts are pro-rated for the six-month operating term in Fiscal Year 2022.

FUNDING BY USE	FY 2020	FY 2021	FY 2022
Operations	\$936,488	\$936,488	\$468,244
TOTAL	\$936,488	\$936,488	\$468,244

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General Standards

Alpha Project will ensure service delivery will be client-focused. Program staff and all persons who interact with clients will be trained on homeless population service provision, positive engagement and general customer service standards that address the needs of the target population.

- Adequate staffing and peer support with appropriate ongoing training for service delivery and data analysis;
- 24-hour security to ensure a safe environment at the Program site for participants, volunteers, and others who may come in contact with the Program;
- A designated point-of-contact who is available at all times to address issues that may arise at the site and coordinate security issues with the San Diego Police Department;
- Appropriate policies and procedures for Program operations, including low-barrier house rules, which will be displayed on-site at all times, and various means for participants to provide feedback to and input into the Program;
- A written drug- and alcohol-free policy for staff that is posted/displayed at the Program site at all times, which will include and describe the disciplinary action to result from the illegal use, consumption, distribution, and/or possession of drugs and/or alcohol;
- Data entry, analysis and reporting of all Program activities in the Homeless Management Information System approved by the Regional Task Force on the Homeless (RTFH);
- Alignment with Housing First principles with low barriers to entry and operations;
- Assistance in obtaining safe, permanent housing;
- Access to case management and other appropriate permanent housing-focused services (e.g., housing navigation, case conferencing); and
- Participation in the Coordinated Entry System.

Property Management

Alpha Project will:

- Maintain a secure and healthful environment for delivery of all services;
- Provide for site control, prompt maintenance and repair, utilities, security, janitorial services, and waste removal and disposal;
- Provide secure entry/exit for clients and service providers to be monitored by Program staff; and
- Maintain a fire escape emergency plan, fire watch, and comply with Fire Marshal inspections and recertification as needed

The City is the property owner of the Program site.

- Alpha Project will enter into a lease agreement with the City for the Program site, setting forth both the City's and the Program operator's maintenance and repair obligations, of which, corresponding costs to the Program would be reflected in the project budget.
- Other and further obligations are set forth in the Scope of Work, which will be included in the final Operator Agreement.

CONTRACT SELECTION PROCESS

A procurement process is not required for the Interim Housing Program for Families with Children currently located at 1788 Palm Ave., San Diego, CA 92154, since the contract was previously awarded to Alpha Project to operate the Program and is undergoing a renewal process to exercise the second of two one-year options to renew.

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AFFORDABLE HOUSING IMPACT

As San Diegans continue to live in a City-declared housing emergency "shelter crisis," the need for immediate housing assistance is critical to the well-being of community members. The Program serves this purpose by providing interim housing services to families experiencing homelessness with children. Families participating in this program represent some of San Diego's most vulnerable citizens, as 100 percent of participants are homeless, with low to moderate incomes.

FISCAL CONSIDERATIONS

The City of San Diego and the Housing Commission will jointly fund this project.

The City of San Diego has made available \$95,932 of Community Development Block Grant (CDBG) funds and \$152,812 of Emergency Solutions Grant (ESG) funds. The Housing Commission will also be making available \$219,500 from the City of San Diego's Affordable Housing Fund (AHF), which the Housing Commission administers. The Program is among the City of San Diego's interim housing programs identified in the "model programs" for which AHF may be expended, pursuant to the Fiscal Year 2021 AHF Annual Plan approved by the City Council on June 8, 2020.

EQUAL OPPORTUNITY/CONTRACTING

Alpha Project is a local nonprofit organization. As a nonprofit, Alpha Project is exempt from the requirement to submit a Workforce Report.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

The Housing Commission administers the contracts for the City of San Diego's (City) Homeless Shelters and Services Programs based on a Memorandum of Understanding between the Housing Commission and the City that first took effect on July 1, 2010. Currently, this includes the Interim Housing Program for Families with Children located at 1788 Palm Ave., San Diego, CA 92154.

On May 4, 2018, the Housing Commission Board of Commissioners authorized the execution of a sole-source agreement with YWCA of San Diego County for the continued operations of the Cortez Hill Family Center Interim Housing Program. The approved contract value was \$694,489 for the 12-month term between July 1, 2018, and June 30, 2019. YWCA of San Diego County subsequently surrendered the contract for the operation of the Cortez Hill Family Center Interim Housing Program.

On November 30, 2018, the Housing Commission Board of Commissioners authorized the execution of a 6.5-month agreement with Alpha Project in the amount of \$507,264.32, with two one-year options to extend at the Housing Commission's sole discretion in the amount of \$936,488 per year, to operate the City of San Diego's Cortez Hill Family Center Interim Housing Program.

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include Community stakeholders and Alpha Project as the sub-recipient administering the program. The program is expected to have a positive impact on the community as it will provide shelter and services to 42 otherwise homeless families with children.

ENVIRONMENTAL REVIEW

This activity is not a project pursuant to CEQA Guidelines Section 15378(b)(5), as it is an organizational or administrative activity of government that would not result in direct or indirect

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physical changes in the environment. As such, this activity is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).

Federal funds constitute a portion of the project's funding. NEPA clearance was submitted to the City of San Diego on May 11, 2021. The parties agree that the provision of any federal funds as the result of this action is conditioned on the City of San Diego's final NEPA review and approval.

Respectfully submitted,



Lisa Jones
Executive Vice President Strategic Initiatives
San Diego Housing Commission

Approved by,



Jeff Davis
Deputy Chief Executive Officer
San Diego Housing Commission

Docket materials are available in the "Governance & Legislative Affairs" section of the San Diego Housing Commission website at www.sdhc.org.