



SAN DIEGO  
HOUSING  
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San Diego Housing Commission  
City of San Diego Bridge Shelter Program  
Operating Agreement and  
Memorandum of Understanding Amendment  
Housing Authority Agenda Item #3  
October 15, 2019

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# City of San Diego Bridge Shelter Program Overview

- Staff recommends the execution of an agreement with Alpha Project for the Homeless for the operation of the City of San Diego's (City) Bridge Shelter to be located at 1710 Imperial Avenue in the amount of \$2,097,713.38.
- Initial contract term is for October 16, 2019 – June 30, 2020.
- The contract contains two one-year options to renew at SDHC's sole discretion, for a total term of two years and eight months. However, option years cannot be exercised unless the Council allocates the funds through the annual FY budget process and approves extension of the current Memorandum of Understanding.
- Annual operating budget amount for subsequent option years, if exercised, is \$3,050,500.
- Staff recommends approval of an amendment to the current Memorandum of Understanding between SDHC and the City to include the oversight and administration of the fourth Bridge Shelter.
- The program site is leased by the City and will be made available for operations through an Occupancy Agreement between Alpha Project and the City.



# City of San Diego Bridge Shelter Program

## Introduction

- SDHC administers the agreements for the City's Homeless Shelters and Services Programs based on a Memorandum of Understanding (MOU) between SDHC and the City.
  - The current MOU (July 1, 2019 – June 30, 2020) was approved in June 2019.
  - Includes four additional one-year options to renew
- The SDHC Board and Housing Authority of the City of San Diego (Housing Authority) authorized execution of agreements for the operation of the City's existing three Temporary Bridge Shelters from July 1, 2019 – June 30, 2020.
  - An amendment and extension of the Bridge Shelter MOU to exercise the final option year was approved on June 11, 2019, extending the current term to June 30, 2020 in alignment with the current Bridge Shelter operating agreement terms.



# City of San Diego Bridge Shelter Program

## Introduction (Continued)

- The City's Bridge Shelter Program provides temporary shelter and services to individuals and families experiencing homelessness in the City of San Diego while they work with staff to identify an appropriate housing solution.
- SDHC currently contracts with the following providers to operate three Bridge Shelters in the City of San Diego:
  - Father Joe's Villages: 141 beds for single women and families with children
  - Alpha Project for the Homeless: 324 beds for single adults
  - Veteran's Village of San Diego: 200 beds for veterans
- Existing MOU would be amended to include the administration of the fourth Bridge Shelter.
  - Alpha Project for the Homeless: maximum of 150 beds



# City of San Diego Bridge Shelter Program Introduction (Continued)

- June 11, 2019:
  - The Housing Authority of the City of San Diego voted to:
    - Continue operations of the Bridge Shelter operated by Father Joe's Villages at the San Diego Concourse, including portions of Golden Hall; and
    - Delete from the operating agreement any references to moving the Bridge Shelter operated by Father Joe's Villages to the 17<sup>th</sup> and Imperial Avenue site.
  - The City Council reallocated \$1.6 million in Homeless Emergency Assistance Program (HEAP) funds to support a fourth Bridge Shelter at 17<sup>th</sup> and Imperial Avenue (Resolution R-312516).



# City of San Diego Bridge Shelter Program Procurement Process

- Request for Proposals issued on September 5, 2019.
- 93 vendors notified through PlanetBids, using both SDHC and City portals.
- Pre-proposal meeting held on September 11, 2019.
- Five proposals received by the deadline of September 19, 2019.
- The source selection committee recommends awarding the contract to Alpha Project.



# City of San Diego Bridge Shelter Program

## Alpha Project

- More than 20 years of experience serving individuals and families experiencing homelessness in the San Diego region.
- Provides services for more than 4,000 men, women and children on an annual basis.
- Operator of the City's largest Bridge Shelter since December 2017.
- Offers a comprehensive array of housing and supportive services including:
  - affordable housing
  - residential substance abuse treatment
  - supportive housing for people with special needs
  - basic and emergency services
  - transportation assistance
  - mental health counseling
  - employment training, preparation and placement
  - emergency shelter
  - HIV/AIDS
  - Education
  - Outreach
  - Prevention



# City of San Diego Bridge Shelter Program Service Model

- Offers safe, low-barrier temporary housing and services to prepare individuals who are experiencing homelessness for the most appropriate permanent or longer-term housing solution.
- Target population is intended to be flexible to accommodate the changing needs and demographics of the City's unsheltered population.
- Persons experiencing homelessness that have been matched to a housing resource through the Coordinated Entry System (CES) are prioritized for shelter entry.
- When bed availability exists, unsheltered persons who are highly vulnerable will be prioritized for placement.





# City of San Diego Bridge Shelter Program Service Model (Continued)

- Supportive Services
  - Crisis Intervention & Homeless Diversion
  - Intake/Assessment/Triage
  - Case Management & Housing Navigation
  - Case Conferencing
  - Employment Opportunities
  - Mainstream Resources & Referrals
  - Basic Hygiene & Shelter Services



# City of San Diego Bridge Shelter Program Service Model (Continued)

- Community Partners
  - Eleven executed MOU's with partnering agencies and organizations
  - Service Providers, Federally Qualified Health Centers, County of San Diego, Philanthropy
  - Housing Assistance, Transition-Age Youth (TAY) Services, Health Care, Behavioral Health, Pet Care, Employment Opportunities, Financial Literacy
- Community Considerations
  - Good Neighbor Policies
  - Leveraging Alpha Project's Wheels of Change and Take Back the Streets programs;
  - Community Clean-ups
  - Peer-to-Peer Outreach & Engagement





## City of San Diego Bridge Shelter Program Programmatic Funding

FUNDING SOURCE	FY 2020	FY 2021*	FY 2022*
HEAP (R-312516)	\$444,981	TBD	TBD
Low Income Lease Revenue	\$2,336,625.38	TBD	TBD
<b>TOTAL</b>	<b>\$2,781,606.38</b>	<b>\$3,203,025</b>	<b>\$3,203,025</b>

\*It is anticipated that the City of San Diego will commit state Homeless Housing Assistance and Prevention Program (HHAPP) funding toward future option year renewals. Options years will be exercised contingent upon the appropriation of said funds by the City of San Diego.

FUNDING BY USE	FY 2020	FY 2021	FY 2022
Ramp-up	\$150,000	N/A	N/A
Initial Supplies/Fixtures	\$104,000	N/A	N/A
Operations	\$2,097,713.38*	\$3,050,500	\$3,050,500
Housing Commission	\$104,886*	\$152,525	\$152,525
15.5% Contingency	325,007	TBD	TBD
<b>TOTAL</b>	<b>\$2,781,606.38</b>	<b>\$3,203,025</b>	<b>\$3,203,025</b>



# City of San Diego Bridge Shelter Program

## Programmatic Funding (Continued)

- The Bridge Shelters operated by Alpha Project and Veterans Village of San Diego are funded using SDHC Moving to Work funds and SDHC Property Reserves.
- The Bridge Shelter operated by Father Joe's Villages is funded using SDHC Property Reserves.
- Proposed Fiscal Year 2020 funding for each program:

FUNDING SOURCE	FUNDING USE					
	Alpha (16 <sup>th</sup> & Newton )	Alpha (17 <sup>th</sup> & Imperial)*	VVSD	FJV	Housing Commission	TOTAL
Local Property Reserves	\$917,212	N/A	\$708,472	\$2,472,492	\$296,955	\$4,395,131
MTW (Moving To Work)	\$4,400,000	N/A	\$2,700,000	N/A	N/A	\$7,100,000
Homeless Emergency Aid Program (HEAP)	N/A	\$444,981*	N/A	N/A	N/A	\$444,981
Low Income Lease Revenue	N/A	\$2,231,739.38*	N/A	N/A	\$104,886	\$2,336,625
<b>TOTAL</b>	<b>\$5,317,212</b>	<b>\$2,676,720.38</b>	<b>\$3,408,472</b>	<b>\$2,472,492</b>	<b>\$428,698</b>	<b>\$14,276,737</b>

\*Indicated amounts inclusive of ramp-up activities, initial supplies/fixtures and operations, which is pro-rated for the 8.5-month operating term in Fiscal Year 2020



# City of San Diego Bridge Shelter Program Recommendations

**That the Housing Authority of the City of San Diego (Housing Authority) take the following actions:**

**Housing Authority:**

- 1) Approve an operating agreement with Alpha Project for the Homeless (Alpha Project) for an initial term of October 16, 2019 through June 30, 2020, with two one-year options to renew, to operate the City of San Diego's Bridge Shelter located at 1710 Imperial Ave, San Diego, CA 92101, on terms and conditions as set forth in the agreement (Agreement), as it may be amended upon advice of General Counsel of SDHC;



## City of San Diego Bridge Shelter Program Recommendations (Continued)

- 2) Authorize the execution of an agreement with Alpha Project in the amount of \$2,247,713.38 (which includes a ramp-up budget amount of \$150,000, and an initial operating budget amount of \$2,097,713.38) for an initial operating period of October 16, 2019, through June 30, 2020, and an annual operating budget amount for subsequent option years of \$3,050,500 to provide bridge housing and emergency shelter services to persons experiencing homelessness in the City of San Diego, consisting of the following funding sources for the initial operating: Homeless Emergency Aid Program (HEAP) funds in the amount of \$444,891 and Low Income Lease Revenue funds in the amount \$2,336,625.38, for Fiscal Year (FY) 2020 operational and ramp-up budget, allocated by SDHC contingent upon the appropriation of said funds by the City of San Diego;



## City of San Diego Bridge Shelter Program Recommendations (Continued)

- 3) Authorize the President & Chief Executive Officer (President & CEO) of SDHC, 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;
- 4) Authorize the President & CEO of SDHC, or designee, to substitute funding sources and/or increase compensation by not more than 15.5% percent of the total agreement amount for the proposed agreement, if necessary, without further action by the SDHC Board of Commissioners (Board), and appropriate \$325,007 in Low Income Lease Revenue Funds for this purpose, that in the event it is determined necessary to exercise this authority due to unanticipated critical site/operations costs, funds will be available for such purpose; and



## City of San Diego Bridge Shelter Program Recommendations (Continued)

- 5) Approve an amendment to the current Memorandum of Understanding between the City of San Diego and SDHC for the oversight and administration of the City's Bridge Shelters to include the new City of San Diego Bridge Shelter located at 1710 Imperial Ave, San Diego, CA 92101.







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## City of San Diego Bridge Shelter Program

# Questions?

