



REPORT

DATE ISSUED: October 8, 2020 **REPORT NO:** HCR20 –092

ATTENTION: Chair and Members of the San Diego Housing Commission
For the Agenda of October 16, 2020

SUBJECT: Approval of the Fiscal Year 2021 Operating Agreement for the City of San Diego Coordinated Street Outreach Program and Approval of a Memorandum of Understanding between the City of San Diego (City) and the San Diego Housing Commission for the Oversight and Administration of the City’s Coordinated Street Outreach Program

COUNCIL DISTRICT: Citywide

REQUESTED ACTION:

Approve a one-year agreement, with one one-year option to renew, with People Assisting the Homeless (PATH) to operate the City of San Diego’s Coordinated Street Outreach Program; and approve a Memorandum of Understanding between the City of San Diego (City) and the San Diego Housing Commission for the oversight and administration of the City’s Coordinated Street Outreach Program.

STAFF RECOMMENDATION

That the San Diego Housing Commission (Housing Commission) recommend that the Housing Authority of the City of San Diego (Housing Authority) and the San Diego City Council (City Council) take the following actions:

Housing Authority:

- 1) Authorize the execution of an agreement with People Assisting The Homeless (PATH) to operate the City of San Diego’s (City) Coordinated Street Outreach Program for a one-year term in the amount of \$1,425,000, with (1) one-year option to renew at the Housing Commission’s sole discretion, in which the initial contract term will be pro-rated for an eight-month period, from November 1, 2020, to June 30, 2021, in the amount of \$1,027,643 (which includes \$70,585 in start-up costs), funded through an allocation from the City’s General Fund – Fleet Replace Fund to the Housing Commission, upon the execution of the proposed Coordinated Street Outreach Memorandum of Understanding between the City and the Housing Commission;
- 2) Authorize the Housing Commission’s President & Chief Executive Officer (President & CEO), or designee, to execute all documents and instruments 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;
- 3) Authorize the Housing Commission’s 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 agreement, if necessary, without further action by the Housing Commission’s

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Board of Commissioners (Board), but only if and to the extent that funds are determined to be available for such purposes; and

- 4) Authorize the execution of a Memorandum of Understanding between the City of San Diego and the Housing Commission for the oversight and administration of the City's Coordinated Street Outreach Program.

City Council Action:

Authorize the execution of a Memorandum of Understanding between the City of San Diego and the Housing Commission for the oversight and administration of the City's Coordinated Street Outreach Program.

SUMMARY

The proposed actions referenced in this report will allow the Housing Commission to enter into the Agreement with PATH in amounts referenced within this report to provide for the ongoing operation of the City's Coordinated Street Outreach Program for an initial term of eight months, with one one-year option to renew for a total contract period of up to one year and eight months.

PROGRAM OVERVIEW

As part of the City's and the Housing Commission's comprehensive approach to addressing homelessness, PATH has been selected through a competitive Request for Proposal process to operate the City's Coordinated Street Outreach Program. This innovative program aligns with national best practices and functions to strategically engage individuals prioritized on the By-Name-List managed by the Regional Task Force on the Homeless (RTFH) in addition to focusing outreach resources in a neighborhood-based approach, identifying concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and fostering connections to permanent housing placements, while meeting basic needs and providing connections to bridge housing, emergency shelter and other supportive services.

The program marks a new approach to conducting homeless outreach in the City of San Diego by addressing gaps in the existing system and deploying outreach resources in alignment with the goals of the City's Community Action Plan on Homelessness. City-funded outreach activities will be coordinated through a dedicated senior outreach coordinator, staffed by the Housing Commission, which will provide the infrastructure necessary to direct rapid crisis response teams and to also support ongoing neighborhood based outreach and case management; two service elements that separate the program from existing outreach efforts and strengthen the depth and level of outreach across the city, while also realigning the stretched existing resources with the new approach. A Rapid Response Team will focus on responding to stakeholder referrals and facilitating problem-solving engagements in areas with high concentrations of individuals experiencing unsheltered homelessness while the Homeless Resolution Team provides intensive Street-Based Case Management and System Navigation services for clients identified on the By-Name-List through a neighborhood-based deployment process. Both of these functions address gaps in the current provision of outreach services and are critical elements to the successful implementation of a client-centric and housing-focused outreach strategy.

The City's Community Action Plan on Homelessness identifies Coordinated Street Outreach as a critical function of the City's Crisis Response System and necessary to achieving the goal of reducing unsheltered homelessness by 50 percent by 2023. The Coordinated Street Outreach Program is an

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important component of the actioning that goal, and the overarching principles and strategies identified within the Action Plan for a more comprehensive, humane and effective approach to addressing homelessness in San Diego.

Operator Experience

PATH has 37 years of operational and programmatic experience and locally has been engaged in serving the highest-acuity San Diegans experiencing homelessness. The organization serves 1,100 people in the County of San Diego annually, helping clients develop stable, independent lives through permanent homes and wraparound supportive services.

Since 2013, the organization has operated Connections Housing, a City-funded program in downtown San Diego that functions as a one-stop supportive service and residential community that provides space for several agencies in a single location to meet the varying needs of the clients they serve. Connections Housing includes 73 permanent supportive housing units for which the Housing Commission provides federal rental assistance through rental housing vouchers, 150 beds of interim housing through a contract the Housing Commission administers on behalf of the City, a federally qualified health center, a food service program, case management services, and the PATH Depot, a robust hub of homeless services and resources.

Over the last three years, PATH San Diego has operated a street outreach program funded through the County of San Diego, which focuses on both engaging and housing unsheltered individuals who were frequent users of the healthcare system. PATH mobilizes teams composed of personnel with either a Master's or Bachelor's Degree in Social Work or related fields, as well as those with mental health experience and substance use disorder certifications, which allows the team to facilitate field-based assessments, housing connections, and linkages to healthcare. Outreach teams build relationships over extended periods of time and foster client interest through various engagement strategies, including service linkages and assistance in meeting basic needs.

In 2018, PATH San Diego partnered with stakeholders in the Mid-City area, including North Park Main Street, City Heights Business Improvement District (BID), Price Philanthropies, City Heights Community Development Corporation, as well as the offices of San Diego City Council President Georgette Gómez and City Councilmember Chris Ward to develop a pilot program that would employ a neighborhood-specific outreach strategy, which allowed outreach staff to focus more attention on smaller geographic areas. The program initially launched in City Heights and North Park communities and was successful in placing more than 50 individuals into interim and permanent housing in its first year of operation.

Program Design

The Coordinated Street Outreach Program's objective implements two main functions to actively engage individuals or households who are experiencing homelessness. The primary role will be to strategically engage individuals prioritized on the By-Name List that RTFH manages and to facilitate permanent housing placements. A secondary function focuses outreach resources in identified concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and/or meeting basic needs, providing connections to bridge housing, emergency shelters and supportive services.

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Two distinct yet complementary teams will be deployed, each with a specific focus, set of duties, and outcomes;

Mobile Homelessness Response Team

Facilitates ongoing intensive engagement and connections to supportive services for unsheltered individuals identified on the By-Name-List. Contractor staff will provide street-based case management services for prioritized clients with an emphasis on fostering positive exits from homelessness. Outreach services will employ problem-solving practices, leveraging internal and external resources, in an effort to quickly resolve prioritized clients' instance of homelessness as well as to lead system navigation efforts, on an as-needed basis, to address any barriers clients may be experiencing in obtaining housing.

Rapid Response Team

Works closely with Program Supervisor(s), Housing Commission Staff and City Staff to focus outreach activities in areas with high concentrations of individuals experiencing unsheltered homelessness as well as coordinating timely responses to various stakeholder referrals. This immediate response is orientated toward brief engagements and rapid housing-focused problem solving, improving the client's sense of safety and assisting in meeting basic needs.

The City's Coordinated Street Outreach Program also supports regional efforts to employ best practices by taking action on the practices outlined in the "Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments" adopted by RTFH.

Multidisciplinary teams consisting of peer-support specialists, outreach specialists trained in street-based case management, and clinical-level staff will be leveraged to address clients' needs, emphasizing transitions from homelessness directly to safe, stable housing opportunities. Program staff will also actively engage community stakeholders to foster trusting relations and open lines of communication while being proactive in addressing any potential or realized community concerns.

General Standards

Service description and delivery methods include the following standards:

- Shelter diversion counseling
- Crisis Intervention
- Intake process and eligibility criteria
- Prioritization of entries, including clients referred through the By-Name List and/or enrolled in a permanent housing intervention (rapid rehousing or permanent supportive housing) or in the process of identifying permanent housing
- Street-Based Case Management, including assessment, development of housing plan, case note documentation, and issuance of RTFH-approved triage tool for all program clients, when needed and appropriate.
- Housing location and connections to system navigation
- Supportive services referrals
- Basic Needs
- Program exit procedures/termination policies

The following criteria may not be used to determine Coordinated Street Outreach Program eligibility and continued enrollment:

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- Sobriety and/or commitment to be drug-free
- Requirements to take medication if the resident has a mental illness
- Participation in religious services or activities
- Payment or ability to pay
- Identification

CONTRACT SELECTION PROCESS

On July 29, 2020, the Housing Commission issued a Request for Proposals (RFP) for the operations of the City’s Coordinated Street Outreach Program. The RFP was posted and made available for download on the PlanetBids website through both the Housing Commission’s and the City’s portals. More than 1,943 notifications were sent through the PlanetBids system. A pre-proposal meeting was held August 5, 2020. Representatives from three companies were in attendance.

At the RFP closing on August 26, 2020, three proposals were received. Proposals were submitted by PATH, Father Joe’s Villages (FJV) and Telecare Corporation. Subsequent to the closing, a responsiveness review was conducted with all proposals determined to be responsive. A source selection committee evaluated, scored and ranked the responses based on the following criteria: Service Model Description; Organizational Experience and Capacity; Community Considerations; and Cost Proposal. PATH received the highest ranking. Below is a summary of the final rankings.

ORGANIZATION	RANKING
PATH	1
Father Joe’s Villages	2
Telecare Corp.	3

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 Coordinated Street Outreach Program serves this purpose by connecting unsheltered individuals and families with interim housing resources and supportive services. Households 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 has made available \$1,500,000 from the General Fund – Fleet Replace Fund for operations. This action will increase the Housing Commission Fiscal Year (FY) 2021 budget by \$1,077,643.

FUNDING SOURCE	FUNDING USE	FY 2021 (8 Month Term)	FY 2022 (Projected)
City of San Diego General Fund – Fleet Replace Fund	SDHC Administration	\$50,000	\$75,000
	PATH Operating Contract	\$1,027,643	\$1,425,000
TOTAL		\$1,077,643	\$1,500,000

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The initial contract term will be for an eight-month period. The contract value will be prorated as outlined in the funding summary tables above. The Fiscal Year (FY) 2021 operating contract includes the following one-time expenditures related to program start-up

- Transportation - Vehicle (\$26,385)
- Laptops (\$25,200)
- HMIS Program Set Up & Licensing (\$9,000)
- Cell Phones/Tablets (\$5,000)
- Personal Protective Equipment, Hygiene and other Client Supplies (\$5,000)

EQUAL OPPORTUNITY/CONTRACTING

PATH is a local nonprofit. As a nonprofit, PATH is not subject to the requirement to submit a Workforce Report.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

One June 11, 2019, the City Council authorized the redirection of \$1.6 million in State Homeless Emergency Aid Program funds originally intended for outreach fund the operations of an additional bridge shelter (R-312516.)

On June 8, 2020, the City Council took action as part of the Fiscal Year 2021 City budget approval to allocate \$1,500,000 from the City General Fund's Fleet Replacement Fund Balance for the purpose of providing Coordinated Street Outreach services in the City of San Diego (R-313071).

On June 16, 2020, the City Council authorized the execution of a Memorandum of Understanding between the City of San Diego and the Housing Commission for Homeless Housing Assistance Program (HHAP) Block Grant Funded Programs, including the appropriation of \$250,000 in HHAP funds to cover a two-year period, for the purpose of creating a Senior Outreach Coordinator position that would be employed through the Housing Commission (R-313113).

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include residents, clients, civic institutions and businesses as well as PATH as the sub-recipient administering the program. The program is expected to have a positive impact on the community, as it will provide citywide outreach services with the goal of facilitating permanent housing placements and connections to supportive services.

ENVIRONMENTAL REVIEW

The activities described in the report are not a project as defined in California Environmental Quality Act (CEQA) Section 15378(b)(5) as they are administrative activities of government that will not result in direct or indirect physical changes in the environment and, therefore, are not subject to CEQA pursuant to Section 15060(c)(3) of the State CEQA Guidelines. Nevertheless, they would be categorically exempt under multiple separate provisions of CEQA, including Section 15301 for existing facilities involving negligible or no expansion of the existing use. This determination is not appealable and a Notice of Right to Appeal the Environmental Determination (NORA) is not required. Processing under the National Environmental Policy Act is not required as no federal funds are involved in this action. 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.

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Respectfully submitted,

Lisa Jones

Lisa Jones
Senior Vice President
Homeless Housing Innovations
Attachments:

Approved by,

Jeff Davis

Jeff Davis
Executive Vice President & Chief of Staff
San Diego Housing Commission

- 1) San Diego Housing Commission Agreement for Coordinated Street Outreach Program with People Assisting the Homeless (PATH)
- 2) Memorandum of Understanding Between the City of San Diego and the San Diego Housing Commission for the Coordinated Street Outreach Program
- 3) Coordinated Street Outreach Program – Budget Summary (FY21)

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



**SAN DIEGO
HOUSING
COMMISSION**

SAN DIEGO HOUSING COMMISSION SUBRECIPIENT PROJECT BUDGET SUMMARY

Fiscal Year: 2021

Project Name: Coordinated Street Outreach Program

Provider Name: PATH San Diego

			OTHER FUNDING SOURCES		
PERSONNEL EXPENSES (PE)	City GF		[OTHER FUNDING SOURCE]	[OTHER FUNDING SOURCE]	TOTAL PROJECT BUDGET
Salaries & Wages	\$ 584,333.36	\$ -			\$ 584,333.36
Fringe Benefits	\$ 157,770.01	\$ -			\$ 157,770.01
TOTAL PE BUDGET	\$ 742,103.37	\$ -	\$ -	\$ -	\$ 742,103.37
NON-PERSONNEL EXPENSES (NPE)	City GF		[OTHER FUNDING SOURCE]	[OTHER FUNDING SOURCE]	TOTAL PROJECT BUDGET
Communication	10,773.33				\$ 10,773.33
Insurance	8,000.00				\$ 8,000.00
Supplies - Admin Use	7,500.00				\$ 7,500.00
Supplies - Client Use	67,536.06				\$ 67,536.06
Training	6,000.00				\$ 6,000.00
Transportation	21,723.60				\$ 21,723.60
Start Up Cost	70,585.00				\$ 70,585.00
Indirect Cost	93,422.14				\$ 93,422.14
					\$ -
					\$ -
TOTAL NPE BUDGET	\$ 285,540.13	\$ -	\$ -	\$ -	\$ 285,540.13
TOTAL PROJECT BUDGET	\$ 1,027,643.50	\$ -	\$ -	\$ -	\$ 1,027,643.49

NOTES / COMMENTS

The proposed budget includes the following one-time expenditures related to program start up;

- \$26,385 Vehicle acquisition, license and registration
- \$25,200 Laptops
- \$9,000 HMIS Program Set Up & Licensing
- \$5,000 Cell Phones/Tablets
- \$5,000 Personal Protective Equipment and Hygiene Supplies